“WHAT CAUSES BRAIN DRAIN IN INDIAN IT SECTOR: ANTECEDENTS AND POSSIBLE PREVENTIVE INTERVENTIONS”

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ABSTRACT

The present study examined the brain drain in the Indian IT sector through the relationship between difficulty in re-entry adjustment, job embeddedness, and job satisfaction considering the role of sense of professional identity and life stages. The online data on demographic characteristics, difficulty on re-entry adjustment, and job sense of professional identity, job embeddedness, and job satisfaction were collected from 130 Indian IT professional returnees from an international on-site assignment from multiple organizations. Out of 130 returnees, 64 are now working outside India and 66 are working in India. The results showed that difficulty in re-entry adjustment was a significant predictor of a sense of professional identity; a sense of professional identity was a significant predictor of job embeddedness and job satisfaction. Furthermore, a sense of professional identity is an effective independent variable, bridging the relationship between post-return conditions to the home country and work atmosphere. Finally, the key finding of this study was that senses of professional identity have the independent effect of difficulty in re-entry adjustment on job embeddedness and job satisfaction and a returnee decide to go back again overseas to explore employment opportunities. The theoretical and practical implications, study limitations, and future research needs of our findings are noted.

Keywords: Brain drain, Indian IT returnees, re-entry adjustment, professional identity, job embeddedness, job satisfaction, life-stages.

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Chapter – I

INTRODUCTION

“Labor is prior to and independent of capital. Capital is only the fruit of labor, and could never have existed if labor had not first existed. Labor is the superior of capital, and deserves much the higher consideration.**”** — Abraham Lincoln, State of the Union Address, 1861

This statement by Abraham Lincoln in 1861 demonstrates the continuing importance of labor as a factor input in the economy.

Brain drain is the departure of educated or professional people, significant movement of skilled individuals from one country / less economically developed area usually to a more developed area for better pay or living conditions, where a country or area loses its most talented and educated workers to other countries. Usually, these skilled workforces leave due to various factors like war or conflict, health risks, and political instability lack of high paying jobs.

As Alam and Rahaman (2008) noted that: **"**Brain drain or human capital flight is a large emigration of individuals with technical skills or knowledge, normally due to conflict, lack of opportunity, political instability, or health risks. Brain drain is usually regarded as an economic cost since emigrants usually take with them the fraction of value of their training sponsored by the government. It is a parallel of capital flight which refers to the same movement of financial capital**"** (page, 7).

The term was coined by the Royal Society to illustrate the emigration of "scientists and technologists" to North America from post-war Europe.

Brain drain is a phenomenon in which people having superior skills, degrees, and potentially leave their countries and move to other countries for better opportunities. The description of the brain drain in terms of skill loss is stated by Bushnell and Choy (2001). According to the authors, the word Brain defines skills, competency or attribute which are associated with potential assets. The word Drain signifies the rate of exit which is at a greater level in comparison to the normal rate.

1.1.REASONS FOR BRAIN DRAIN:

It is quite clear that the political instability generated in the developing world gave greater impetus to the emigration process (Alam and Rahaman, 2008). Most studies find that emigration is generally driven by both push and pull factors. The main push factors from the home front include political instability, unemployment, and uncompetitive remuneration packages; while pull factors, from the country people, are emigrating to, include family reunions, higher living standards and better prospects for children. These factors hold a global pattern (Alam and Rahaman, 2008, Agrawal et al., 2008, Barro and Lee, 2001).

1.2. IMPACT OF BRAIN DRAIN:

The impact of emigration, often referred to as "brain drain", on developing nations' economies is quite difficult to estimate, mainly due to data constraints (Agrawal et. al., 2008). However, for this brief, we have tried to analyze the effects of brain drain by looking at some theoretical and empirical aspects. Economic theories suggest that brain drain has both supply side and demand side effects on an economy. The supply-side effects are normally reflected through the factors of production, in this case, a reduction in the labor force (Beine et al., 2001). This results in an inward shift in the home country's production possibility curve (PPC). Thus, the productive capacity of the nation falls, which means that economic growth (real GDP), declines. The magnitude by which economic growth decreases is determined by the following factors: The volume of emigration; the level of education and skills of the emigrants; the amount of money (savings/investment) emigrants take with them; and the scarcity factor is also important (Commander et al., 2004). Generally, the hypothesis is that the more educated and skilled the emigrants, the greater the impact on economic growth.

The demand side effects of brain drain affect both public and private consumption and investment spending. Brain drain places a strain on the government's ability to provide public services, in two ways: It reduces the revenue base through decreases in incomes and corporate taxes, as well as other forms of tax collections (Value Added Tax). This inevitably affects, amongst other things, the government's allocations for education, health and law, and order (Dumont et al., 2005). Brain drain also reduces the quality of public services. Private investment and consumption spending also decline, as emigrants normally take all their savings/investments when they leave the country. This usually has broader implications on all sectors of the economy (Faini, 2007).

This trend is considered a setback, because the most highly skilled and competent individuals leave the home country, and contribute their expertise to the economy of other countries. The country they leave can suffer economic hardships because those who remain do not have the 'know-how' to make a difference. When brain drain is prevalent in a developing country, there may be some negative consequences on the home country that can affect the economy. These effects include but are not limited to: loss of tax revenue, loss of potential future entrepreneurs, a shortage of important skilled workers, the exodus may lead to loss of confidence in the economy, which will cause persons to desire to leave rather than stay,

loss of innovative ideas, loss of country's investment in education, the loss of critical health and health services **(** UK Essays, 2013**).**

1.3. BRAIN DRAIN FROM INDIA:

In terms of immigration, Indian migrant workers are important because capital is a result of labor. India suffered a high rate of brain drain through the 1960s to the 1990s. Every year graduates, especially from the stream of engineering and sciences, leave India to pursue post-graduate education and research abroad, the United States being the top in the list.

For a long time, Indian students have been considered to be the highest among foreign students in U.S. universities. In the last ten years, a large number of Indian students flooded the universities across the U.K., Australia, and Singapore (Singh 2013). In search of better rewards for their talents and efforts, the young skilled Indian labors move to other countries and this is one of the prime reasons for skill shortages in India.

India is one of such developing countries suffering in such a predicament. There are various reasons for the brain drain in India. The reasons usually include two aspects which respectively come from countries and individuals. In terms of countries, the reasons may be social environment (in source countries: lack of opportunities, political wavering, economic despair, health risks, etc.; in contrary host countries: rich opportunities, political stability, and freedom, developed economy, better living conditions, etc.). In terms of individual reasons, there are the family influence, and personal preference: preference for exploring, ambition for an improved career, etc. Keeping all these in mind we can identify some causes brain drain in India. India is becoming a major supplier of human capital for the advanced economies.

1.4. WHAT IS IT?

IT refers to anything related to computing technology, such as networking, hardware, software, the Internet, or the people that work with these technologies. It is a set of tools, processes, and methodologies (such as coding/programming, data communications, data conversion, storage and retrieval, systems analysis and design, systems control) and associated equipment employed to collect, process, and present information. In broad terms, IT also includes office automation,

multimedia, and telecommunications. IT jobs include computer programming, network administration, computer engineering, Web development, technical support, and many other related occupations. The IT–ITES industry has two major components: IT Services and business process outsourcing (BPO).

1.5. IT JOB & EMIGRATION:

IT jobs mostly consist of 'Onsite' assignments mandatory for supporting the clients at work locations usually in the host country. As a part of the business, Indian IT workers are sent as expatriates to work in the international assignments at the client location and the employers consider this as very crucial because the expatriates represent them. The strategic importance of international assignments by the employers costs over 4 to 5 times for them to do work in the USA instead of India (Vallabh, 2008). When expatriate employees are moved to overseas subsidiaries, the success of their personal and professional development is as important as the success of the business (Tung, 1988).

Through the context of Purchasing Power Parity (PPP), average wages for a person in the US is more than double in the IT sector. Whether employee wages is the only reason why skilled labor migrates to foreign countries? The answer is no as there are other important issues. The quality of higher studies in India is another reason for pushing the brain drain phenomena.

1.6. EXPATRIATION:

Expatriation (from the Latin ex-Patria: out of the country) has existed from the time that there were countries for people to expatriate from. People have always moved about the earth, sometimes making seemingly incredible journeys; empires sent emissaries to other lands, and religious history is full of stories of missionaries sent by the church to achieve their objectives among 'strangers' (Freeman, 2008; Oberholster & Doss, in press; Porter, 1997; Walker, Norris, Lotz, & Handy, 1985). In international trade, the Silk Road from China through many different countries to the edge of Europe dates back almost two millennia (Boulnois, 2004; Hipsher, 2008). The huge European trading companies set up to trade with the Far East were established well over 400 years ago (Stening, 1994).

The Global Delivery Model followed by the Indian software firms creates several onsite (international) opportunities for Indian software professionals. Internationalization of business and global outsourcing of services has given rise to mammoth opportunities for international exposure for today's workforce. In the context of Information Technology (IT) services, Indian software firms provide IT solutions to organizations all around the globe. Besides generating domestic employment, the need for onsite support (international) has led to a large number of expatriates being sent on international assignments to multiple locations across the globe. Expatriates play a crucial role in the organization and the performance of a company in the international arena is largely reliant on the performance of its expatriate employees (Tung, 1981). Expatriation not only contributes to the revenue of the organization but also allows knowledge transfer that could have a positive impact on organizational learning and effectiveness. Thus it is imperative that policies encouraging expatriation, enabling superior performance and enhancing expatriate satisfaction be well crafted and executed.

In a recent report has been reported on Economic Times on 6th of May, 2019 that Skilled IT employees can still find opportunities to work in other countries, even as some of them clamp down on work visas, as India remains a source of talent for the world, a senior IT industry executive has said. Some Indian IT firms had begun saying that lack of visas was making it harder for them to retain talent. Mr. Ajoyendra Mukherjee, former HR head at Tata Consultancy Services, had told ET, "There would always be a need for Indian talent globally, as the shortage in science, mathematics and engineering skills in the West is yet to be filled. However, the number of onsite work opportunities that companies create was linked to their growth". The report was published in regards to IT industry executives believe skilled staff can find options abroad despite visa curbs.

1.7. REPATRIATION:

In order to understand what a repatriate is, the term expatriate first needs to be explained. An Expatriate can be defined as an employee in an organization who is a citizen in one country but for a period of time is working in another country (Hill, 2014). This same person laterbecomes a repatriate when returning from this international assignment to one’s homecompany (Hodgetts & Luthans, 1997).

After completing the assignment or some other issues – the assignee will return from the 'Onsite' – the process of returning an asset, an item of symbolic value or a person – voluntarily or forcibly – to its owner or their place of origin or citizenship. This process is known as repatriation i.e. the last step in the expatriation cycle.

Repatriation continues to be a current challenge for many international firms. While this topic has received only limited attention in the literature in the past, it has aroused an increased academic interest since the 2000s (Knocke & Schuster, 2017).

Repatriation is renowned as the process where an expatriate has finished his IA and must return home to the employing organization's home-country headquarters (c.f. Black et al, 1992). Thus it is of utter salience to acknowledge that the phenomena of expatriation and repatriation are, in a cyclical manner, in symbiosis. In accordance with Berthoin-Antal (2001)

1.8. CHALLENGES OF EFFECTIVE REPATRIATION:

1.8.1. ORGANIZATIONAL FACTORS:

- Recent research indicates that the majority of organizations have no formal repatriation program to help expatriates readjust on return to the home country.
- Only a small proportion of the repatriation program has consideration for the spouse.
- Typical reasons were given by organizations for not having a repatriation program include:
- Lack of requisite expertise.
- Program cost.
- Lack of a perceived need by top management.
- Some organizations provide a form of repatriation assistance in the form of a "mentor".
- The mentor is usually superior to the expatriate and assists in the form of information, by maintaining regular contact with the expatriate, and by taking the expatriates interests regarding promotion and job placement on return, etc. into account,
- Research indicates that the likelihood of an organization using mentors depends on the size of the expatriate workforce, the organizational unit responsible for handling expatriates and the nationality of the organization.

1.8.2. INDIVIDUAL RELATIONS – JOB-RELATED FACTORS:

Table: 1.1.Challenges of Effective Repatriation – Job-related factors

Career anxiety	Work adjustment	Coping with new role demands	Loss of status and pay
–No post-assignment guarantee of employment –Loss of visibility and isolation –Changes in the home workplace	The employment relationship and career expectation – Re-entry position –Devaluing of the international experience	–Role behavior –Role clarity –Role discretion –Role conflict	–Autonomy –Responsibility –Lower pay in absolute terms –Drop in housing conditions

1.8.3. SOCIAL – CULTURAL FACTORS:

- If an expatriate served in a foreign assignment in a high-profile position where he or she enjoyed considerable and sustained interaction with the social, economic and political elites of the host country, a feeling of disappointment may emerge after return to the home country.
- In addition to the expatriate's social readjustment problems, the social readjustment problems of his or her accompanying family members must also be taken into consideration as well.
- The reestablishment of social networks in the home country may be difficult if, e.g., the expatriate and family are repatriated to another locality in the home country. It may be that friends have moved away while the expatriate was on assignment and that other friends may have joined the workforce and have no time for social activities.
- Children may encounter social readjustment problems in school because they are not updated on the latest trends, and may have problems adjusting to their home country educational system.

Therefore, the repatriation process startsbefore the actual return (Black et al, 1992; Howard, 1974; Kendall, 1981). As a result, a fragmentation of the repatriation process can be made into

two separate entities based on the actual timeframe in which the part of the process takes place, namely, pre-return and post-return repatriation (Black et al, 1992), **(Fig-1.1.)**.

Different factors are categorized in each of the two timeframes, where the division does not necessarily have to be 50% pre-factors and 50% post-factors (Ibid). The theoretical framework of this thesis is based on the model created by Black et al (1992) named “Basic Framework of Repatriation Adjustment”. According to this model, the factors in the pre-return timeframe will culminate in how well the repatriates’ expectations will be facilitated, which in turn, together with the Post-return factors play a vital role in how successful the readjustment of the repatriate will be. Different factors are categorized in each of the two timeframes, where the division does not necessarily have to be 50% pre-factors and 50% post-factors (Ibid). The theoretical framework of this thesis is based on the model created by Black et al (1992) named "Basic Framework of Repatriation Adjustment". According to this model, the factors in the pre-return timeframe will culminate in how well the repatriates' expectations will be facilitated, which in turn, together with the post-return factors, plays a vital role in how successful the readjustment of the repatriate will be. Although the box for the expectation factor is placed in the pre-return adjustment timeframe, this specific factor permeates the whole repatriation process (Black et. al, 1992). All factors of the framework that lead to adjustment (pre-return factors, expectations, and post-return factors) will be differently labeled depending on whether they are work or/and non-work by their nature.

The factors that will be discussed in the pre-return timeframe are career planning (work-related factor), communication (work- and non-work related factor) and preparatory repatriation training (non-work related factor). Furthermore, the factors that will be discussed in the post-return timeframe are promotion (work-related factor), compensation (work-related factor), knowledge transfer (work-related factor) and post non-work issues (non-work related factor). Furthermore, some of the factors in the repatriation process are arranged procedures, such as career planning and knowledge transfer, and some of them are aspects that are important to take into consideration, such as whether the repatriate should obtain a promotion and/or higher compensation upon return.

Moreover, when it comes to the last stage of the process, namely adjustment, a decision is made to use the adjustment variables stated by Feldman (1991). Feldman (1991) provides an explanation consisting of six categories in order to understand and analyze the valuable factors

regarding the repatriation adjustment. These targets are: to create positive work attitudes (attitude), create opportunities for utilizing the experiences and skills developed overseas (utilization of skills), to be able to sustain a career path that is at least comparable to colleagues not taking an international assignment (career path), to reach a level of performance at quality and quantity expected by superiors (level of performance), to remain or intend to remain in the organization after the homecoming (retention) and lastly that the stress level of the repatriate is not dysfunctionally high (stress level) (Feldman, 1991). Those categories are used in this thesis and will be abbreviated as attitude, utilization of skills, career path, level of performance, retention and stress level.

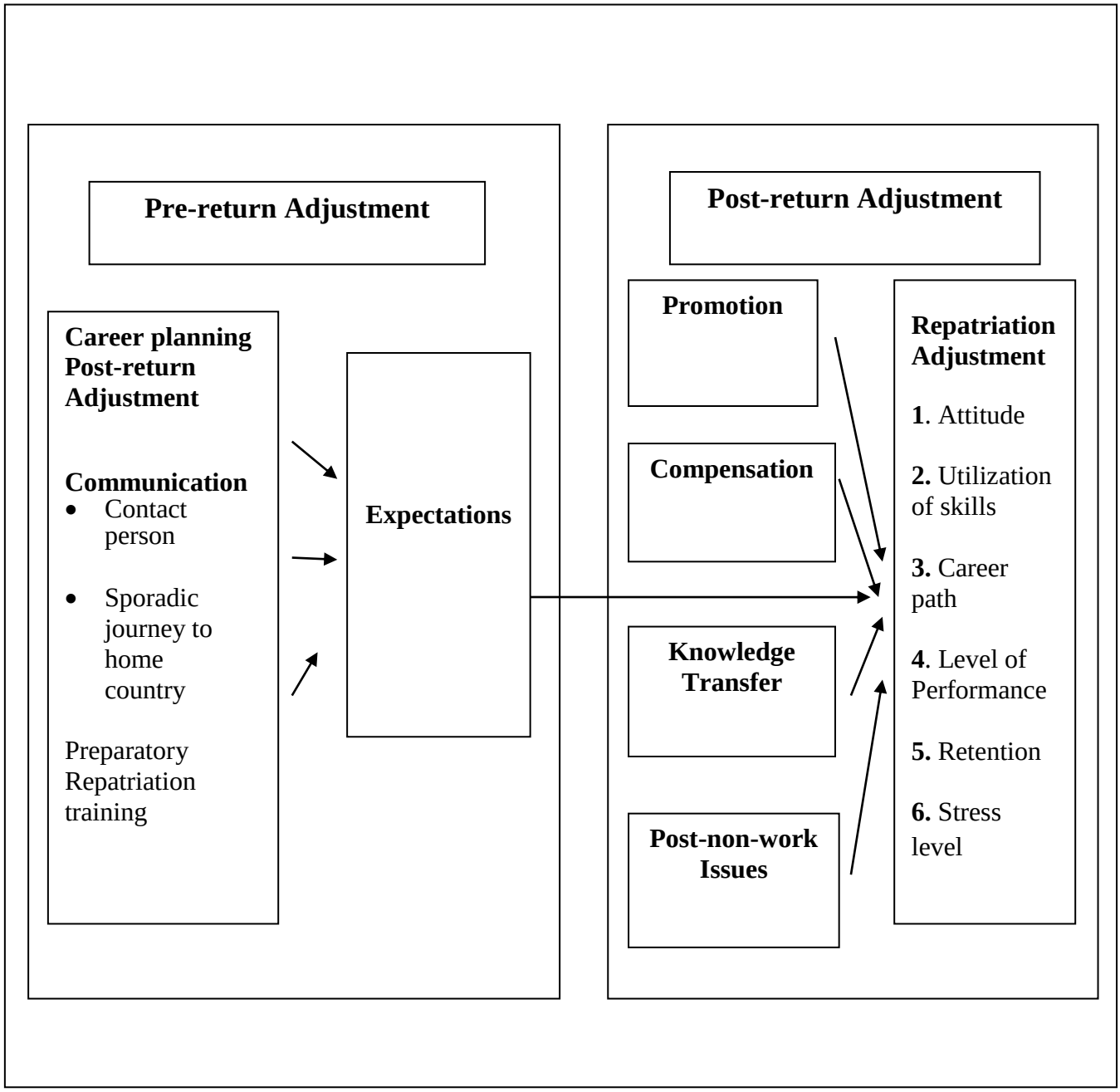


Figure – 1.1.: ***The Repatriation Process*****.**
Created by authors (Nordell & Tingström, 2017), with influence from Black, Gregersen, and Mendenhall (1992, p. 230) and Feldman (1991).

Professional identity is defined as one's professional self-concept based on attributes, beliefs, values, motives, and experiences (Ibarra, 1999; Schein, 1978). Professional identity construction

under conditions of stigmatized cultural identity presents an interesting puzzle. Professional roles are defined as prestigious and provide the role holder with autonomy (Benveniste, 1987) and, often, a degree of privilege. However, stigmatized persons are often accorded little prestige and/or privilege because their identities are tainted. Career success is often associated with successful professional identity construction (e.g. Arthur et al., 1999; Hall et al., 2002). This association is especially important for contemporary careers that are characterized by shifting boundaries in occupational, organizational, national, and global work arrangements. Indeed, both professional identity and contemporary careers are subject to relational and social influences within, and even beyond, the individual's present occupation or organization (Arthur, 2008; Hall et al., 2002).

Professional identity is the concept which describes how we perceive ourselves within our occupational context and how we communicate this to others. The important role of professional identity in shaping both psychological and behavioral processes in the workplace cannot be overstated.

It is also likely to be useful to understand the ICT industry and the issues regarding its ability to attract a qualified and experienced workforce. A distinct sense of occupational/professional identity is linked to individuals' making informed career decisions (Skorikov & Vondracek, 2011). Therefore, understanding professional identity is important to explain "why people think about their environments the way they do and why people do what they do in those environments" (Ashforth et al., 2008, p. 334).

To conduct the study, the researcher assumes the professional identity and life stages of employees as independent/stimulus variable and post-return adjustment to the home country, job embeddedness and job satisfaction as dependent/outcome variables.

Life Stages refer to the different phases of life that all individuals pass through in a normal lifetime. These are the stages (interests, actions, behaviors) that are common and uniform throughout the human race such as infancy, childhood, adolescence, young adulthood, mid-life and old age.

These life stages are developmental phases, each with its own biological, psychological, and social characteristics, through which individuals pass over the course of their lives. Life stages

analysis has focused on the changing definition, demarcation, and social experience of the phases of individual development. (Mintz, 1993).

According to the American Institute for Learning and Human Development described Twelve Stages of the Human Life Cycle (Table: 1.2)

Table – 1.2.: The Twelve Stages of Human Life Cycle

Stages of Life	**Ages**		
Pre-birth		Potential	The child who has not yet been born could become anything – a Michelangelo, a Shakespeare, a Martin Luther King – and thus holds for all of humanity the principle of what we all may yet become in our lives.
Birth		Hope	When a child is born, it instills in its parents and other caregivers a sense of optimism; a sense that this new life may bring something new and special into the world. Hence, the newborn represents the sense of hope that we all nourish inside of ourselves to make the world a better place.
Infancy	0-3	Vitality	The infant is a vibrant and seemingly unlimited source of energy. Babies thus represent the inner dynamo of humanity, ever fueling the fires of the human life cycle with new channels of psychic power.
Early Childhood	3-6	Playfulness	When young children play, they recreate the world anew. They take what is and combine it with the possible to fashion events that have never been seen before in the history of the

			world. As such, they embody the principle of innovation and transformation that underlies every single creative act that has occurred in the course of civilization.
Middle Childhood	6-8	Imagination	In middle childhood, the sense of an inner subjective self develops for the first time, and this self is alive with images taken in from the outer world and brought up from the depths of the unconscious. This image serves as a source of creative inspiration in later life for artists, writers, scientists, and anyone else who finds their days and nights enriched for having nurtured a deep inner life.
Late Childhood	9-11	Ingenuity	Older children have acquired a wide range of social and technical skills that enable them to come up with marvelous strategies and inventive solutions for dealing with the increasing pressures that society places on them. This principle of ingenuity lives on in that part of ourselves that ever seeks new ways to solve practical problems and cope with everyday responsibilities.
Adolescence	12-20	Passion	The biological event of puberty unleashes a powerful set of changes in the adolescent body that reflect themselves in a teenager's sexual, emotional, cultural, and/or spiritual passion. Adolescence passion thus represents a significant touchstone for anyone who is seeking to reconnect with their deepest inner zeal for life.
Early Adulthood	20-35	**Enterprise**	It takes enterprise for young adults to

			accomplish their many responsibilities, including finding a home and mate, establishing a family or circle of friends, and/or getting a good job. This principle of the enterprise thus serves us at any stage of life when we need to go out into the world and make our mark.
Midlife	35-50	Contemplation	After many years in young adulthood of following society's scripts for creating a life, people in midlife often take a break from worldly responsibilities to reflect upon the deeper meaning of their lives, the better to forge ahead with new understanding. This element of contemplation represents an important resource that we can all draw upon to deepen and enrich our lives at any age.
Mature Adulthood	50-80	Benevolence	Those in mature adulthood have raised families, established themselves in their work life, and become contributors to the betterment of society through volunteerism, mentorships, and other forms of philanthropy. The entire human benefits from their benevolence. Moreover, we all can learn from their example to give more of ourselves to others.
Late Adulthood	80+	Wisdom	Those with long lives have acquired a rich repository of experiences that they can use to help guide others. Elders thus represent the source of wisdom that exists in each of us, helping us to avoid the mistakes of the past while reaping the benefits of life's lessons.
Death & Dying		Life	Those in our lives who are dying, or who have

			died, teach us about the value of living. They remind us not to take our lives for granted, but to live each moment of life to its fullest, and to remember that our own small lives form a part of a greater whole.

In our study, the researcher has selected from the age of 25 years to 65 years. The basic feature of the specifically selected life stages since it is well known that individual official professional life ended up with the age ranges of 60-65 years.

Post return adjustment can be explained by the term when a person returns to his/ her native place/ culture after spending considerable time in some foreign land/ culture and the individual may face difficulties upon re-entering their own culture. This is also known as post return adjustment or Reverse culture shock or re-entry adjustment. This shock may be greater than the Entry shock (when a person enters some other culture) as the individual is lesser prepared in the former case. Uneasiness, irritation, frustrations, longer sleeping hours is some of the symptoms of this effect. Also, the person is always willing to go back to foreign culture they recently came back from.

If a person comes back with a conscious mind acknowledging the changes, lesser immersion into the host culture that is easier to become individual to adjust. In personal life also, after returning then it becomes to home from a foreigner country to settle down, it takes time to be in the same bond with the family. One of the reasons is family members' behavior remains the same but the person's personality has changed a lot during the individual's stay in a foreign country.

This is the main emotional and psychological distress suffered by some people when they return home after many years overseas. This can result in unexpected difficulty in readjusting to the culture and values of the home country, now that the previously familiar has become unfamiliar.

Job embeddedness is the assortment of forces that manipulate employee retention which refers to the capability of an organization/employer to retain its workforce. In this sense, retention becomes the strategy rather than the outcome. It described the concept as comprises of three key

components (links, fit, and sacrifice), each of which is significant both on and off the job. It is therefore conceptualized as six dimensions: links - the links one has to others, fit - the fit with the organization and community and sacrifice - how much one would have to give up to change jobs (between the employee and organization, and links, fit and sacrifice between the employee and the community).

According to Locke (1976), who defines **job satisfaction** as "a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences" (p. 1304)".[i]Job satisfaction is a measure of workers' contentedness with their job, whether or not they like the job or individual aspects or facets of jobs, such as the nature of work or supervision. A satisfied employee is always imperative for an organization, who aims to deliver the best of their capacity having a sense of job stability, steady career growth, get rewards & recognition and a relaxed work-life balance & constantly has new opportunities. For an employer, a satisfied employee always contributes more to the company, helps control attrition & helps the company grow. It is "the extent to which people like (satisfaction) or dislike (dissatisfaction) their jobs." (Spector, 1997).
Some important characteristics emerge out of these definitions:

i) Job satisfaction is an emotional response to a job situation. As such it cannot be seen, it can only be inferred.

ii) Job satisfaction is the extent to which the working environment meets the needs and expectations of employees. It is a result of employees' perception of how well their job provides outcomes that are viewed as important.

iii) Job satisfaction is an evaluation of the job and of the organization that shows up in significant work behaviors such as productivity, absenteeism, turnover, workplace deviance, organizational citizenship and so forth.

Job satisfaction can thus be understood as an important job attitude. As an attitude, it has three elements: affective, cognitive and behavioral. The effective component is the emotional response to the job situation and is reflected in the statement "I feel good about my job". The cognitive element is the appraisal on the extent to which the job fulfills important needs associated with one's work. It is illustrated in the statement "My job helps me to achieve my goals". The behavioral component is the intention to engage in specific behaviors as manifested in productivity, absenteeism, turnover, and forms of organizational citizenship. It is reflected in the

statement "I want to give my best on the job". Although viewing job satisfaction as made of three components helps understand its complexity, the term as it is generally used essentially refers to the effect part of the three components. Thus the statement "I like my job" best exemplifies job satisfaction and signifies that it is primarily an individual's effective reaction to a particular job that results from the person's comparison of actual outcomes with those that are desired, anticipated, or deserved.

Overall job satisfaction is a blend of intrinsic and extrinsic job satisfaction. Intrinsic job satisfaction is seen when workers consider only *thekind of work they do*, i.e. the job. Extrinsic job satisfaction is established when workers consider *the conditions of work*, i.e. their pay, coworkers, and supervisor. The intrinsic elements of job satisfaction that arise from the nature of the work itself have been described in the literature as "motivators" (Herzberg et al., 1959). They include the specific nature of the work, recognition, achievement, and the possibility of growth, advancement, and responsibility. Herzberg suggested that true job satisfaction derives from the factors intrinsic to the job. The extrinsic elements, on the other hand, have been described as "hygienes" (Herzberg et al., 1959) and are measured as extrinsic job satisfaction. They include salary, benefits, and organizational environment and they tend to influence job dissatisfaction.

With this background, the present study focuses on the possible causes of brain drain in the Indian IT sector and its possible antecedents and possible preventive interventions of it.

Chapter – II

LITERATURE REVIEW

In a study by Li, McHale, and Zhou (2016) have found that a country's endowment of human capital affects its institutions through various channels. This raises the possibility that skilled

emigration can leave its mark on a country's institutional development. They also explored the impact of immigrant human capital on the home country's institutional quality. By using geographical and genetic distance based instrumental variables for emigration and a dynamic panel estimation method, they found that human capital emigration helps the home country's political institutions, but hurts economic institutions. The conventional 'brain drain' argument, therefore, needs to incorporate the institutional changes due to skilled labor emigration.

A study was done by Goel (2018) on major Issues related to brain drain from India to the USA. He has found that the Government of India estimated that there are 30 million Indian human resources who are working in the developed countries are highly educated and skilled. This paper mainly focuses on the causes of brain drain in the Indian scenario and given suggestions to control the movement of skilled labor from India to the USA. Youth must contribute to their economy and contribute to become a developed country from developing.

In a shell, the mind drain hampers the improvement of the country. As brain drain refers to the transfer of human resources that directly affects the economic system. In developing international locations brain drain occurs in developed countries which leads to the reality that growing nations nevertheless continue to be growing whereas the evolved nation expands having an extra range of human useful resource.

In the study he also pointed out the effects of brain drain in the home country as follows:

- Knowledge of the qualified people assists in the development of other international locations but the place of origin remains in its original barren nation.
- India suffers from the mind drain, eventually; loses all of its internal energy because of the scarcity of skilled domestic group of workers. The shortage of knowledgeable and proficient humans in the country positioned a bad effect upon the neighborhood industrial improvement. Multi-national agencies avoid coming to such a state due to the loss of a successful workforce. It additionally put a negative impact on the improvement of basic infrastructure.
- Human beings of the country go through tough times due to the unavailability of medical doctors and engineers. National expenditure increases for availing the services of overseas nationals in domestic tasks. Essentially, mind Drain makes a county hole from inner and its far curse for developing nations.
- The place of birth is continually underdeveloped and can face critical consequences in the future. Can be forced into a civil struggle if this gets worst and the humans are sent returned.

- Losing capacities, and people who can change their country to the great: a massive free for his or her place of birth.

  The UNDP estimates that India loses $2 billion a 12 month because of the emigration of computer professionals to the USA. Indian students going abroad for their better research expenses India a forex outflow of $10 billion annually. This information virtually indicates the "human capital flight" of our country. This situation ought to change for the sustainable increase of the nation.

  With many Indian IT MNCs offering specialized end-to-end services, the IT expatriates sent to client sites are no longer subject to body-shopping, they are involved in onboard support at client sites, liaison between clients and offshore teams, relationship-building with the clients, and sourcing more business for the MNCs (Upadhya & Vasavi, 2006). The increased probability of managing IT expatriates in an international situation demands the conduct of more comparative FIRM research (Boxall, 1995; Brewster et al., 1996; Budhwar & Sparrow, 2002).

  International assignments play a crucial role in developing global competencies, implementing successful international business strategies and securing competitive advantages (Kraimer et. al., 2009, & Ren et. al., 2015).

  The literature on IHRM has identified several reasons for international assignments and employment of expatriates; the most common reasons are to fill the skills gap; to launch a new business; to transfer technology (Bonache et al., & 2001; Harzing, 2001); to develop and train staff (Bennett et al., 2000); and to develop organizations in terms of knowledge, competence and procedure transfer (Dowling & Welsh, 2004; Stroh & Caligiuri, 1998; Tung & Mille, 1990).

  A study was done by Bördin & Ingvarsson (2013) on the phenomenon of repatriation adjustment among Swedish expatriates by utilizing a qualitative case study approach. They have found was that repatriation adjustment is a very individual and irregular phenomenon that is challenging for both the individual and the company. The ubiquity of business climate had led to an increased international competition, which subsequently has culminated in companies using international assignments in order to gain a competitive edge in the inexorably changing global arena. One phase, amongst many others, of the expatriation cycle, is repatriation, which is the phase of returning home from an international assignment; this phase is considered to be cumbersome and difficult to manage for companies. However, if handled sufficiently the company can enjoy omnipotent qualities of dyadic nature. Adjustment is a force to be reckoned regarding

repatriation, thus this thesis wishes to explore the former and the latter and the resulting outcomes. By exploring the factors associated with repatriation adjustment in a qualitative case study approach, exclusively focusing on Sweden.

In accordance with Berthoin-Antal (2001) expatriation is a circular process that is comprised of different phases before repatriation takes place. In general, the theory regarding repatriation focuses on different problems and important measures that have an impact on the repatriation result. A summary of factors that the repatriation theory in general entails, and ultimately form the repatriation cycle, is comprised of different steps that are illustrated in **Figure 2.1.**below:

They also mentioned that communication between the home office and the expatriate is important regarding success both during the IA and the future repatriation. Approaches can be to discuss future career and future position in an early stage or to keep the expatriate updated with activities at the home office. This will help the expatriate to clarify the expectations of their repatriation (Osman-Gani & Hyder, 2008). This step is essentially crucial since the repatriation experience depends on how well the individual's expectations are equivalent to the reality upon repatriation. Hence the post-return experience of repatriation depends on how well it is matching to the pre-return adjustment (Hyder & Lövblad, 2007). Furthermore, it is argued that the retention of the repatriate is strongly correlated with unmet expectations and a lack of appreciation (Osman-Gani & Hyder, 2008). It is also important to understand that a leaving repatriate not only causes the home organization financial setback; failure of retention also forces the organization to lose the employee's recently developed international competence and experience, which could have been important knowledge for the company (Hyder & Lövblad, 2007). Furthermore, it is argued that the knowledge repatriates acquire during their international assignments is a valuable resource. However, most firms do not view repatriate knowledge as a valuable resource or competitive advantage, where the result is that firms do not harvest the knowledge. It is even common that repatriates experience a lack of interest in what they have learned. An explanation of this phenomenon can be explained by the fact that much of what the expatriate acquires is tacit knowledge. Hence, the repatriates may not be aware of the acquired knowledge, which creates an additional challenge to transfer it (Berthoin-Antal, 2001; Oddou, Osland & Blakeny, 2009). Further, Berthoin-Antal (2001) argues that tacit knowledge expatriates possess only can be converted to explicit knowledge through interactions with others.

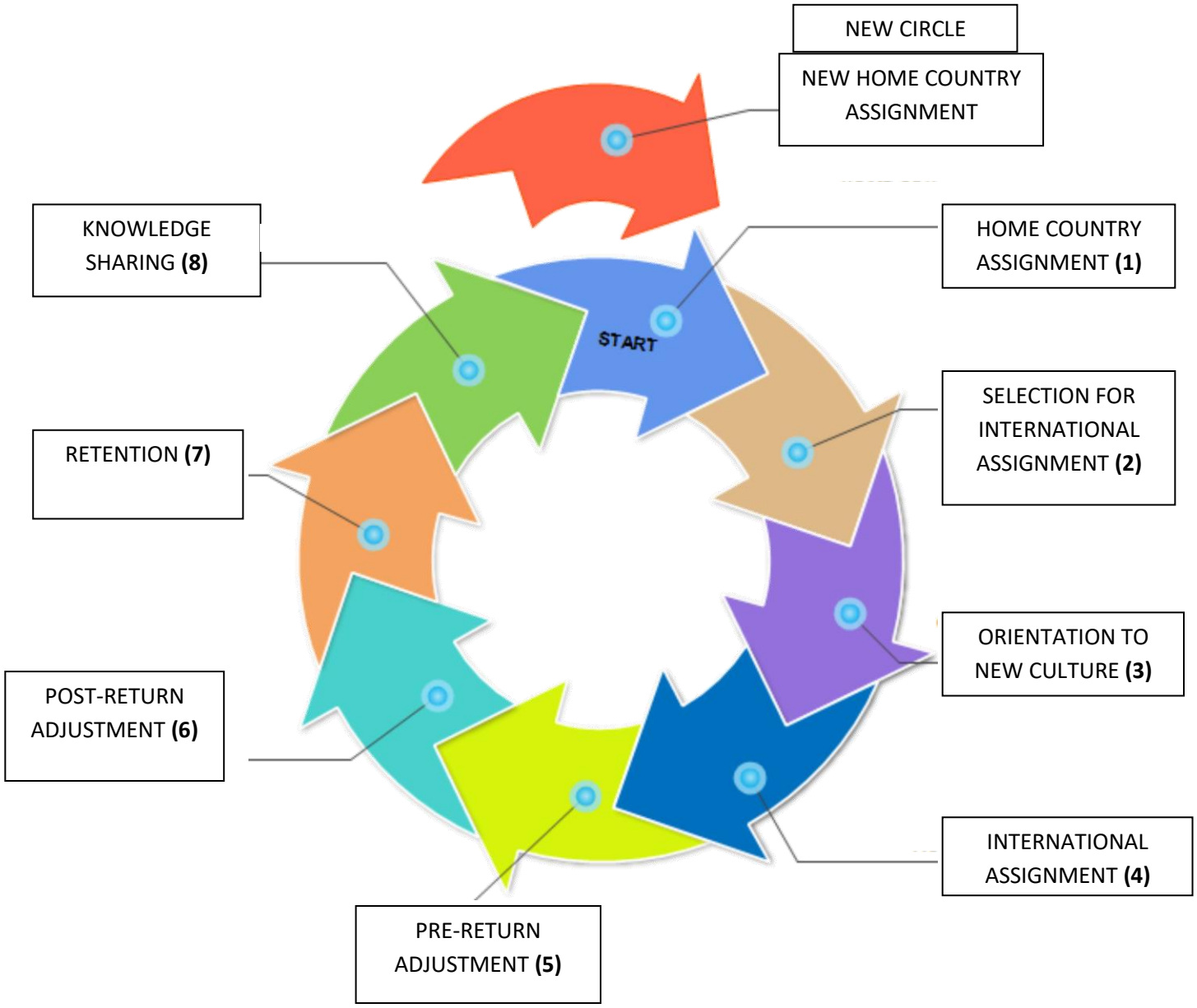


Figure 2.1.: A combined Framework of pre-research (Authors edition, 2013)

In a study by Andrianto, Jianhong, Hommey, Damayanti, and Wahyuni, (2018) have found the connection between difficulty in re-entry adjustment and job embeddedness, considering the mediating role of sense of professional identity. The online data on demographic characteristics, difficulty on re-entry adjustment, sense of professional identity, and job embeddedness were collected from 178 Indonesian returnees from multiple organizations. The outcome showed that difficulty in re-entry adjustment was a significant predictor of a sense of professional identity; a sense of professional identity was a significant predictor of job embeddedness, which can aid

returnees to adjust well after returning from overseas, thus making it less stressful. Considering this, the organization can involuntarily make employees feel contented, loyal to the organization, and finally, stay in the organization.

Professional identity is like a cell membrane that serves as a filter, sensitive, and reactive to the social environment, and also generates adaptation responses in the job or organizational context (Marsico, 2012).[ii]

Coetzee, Ferreira, and Shunmugum (2017) studied with 248 of predominantly female (63.3%) and black African people (54%) within their early career stages (80% < 45 years). A cross-sectional, quantitative research design approach was followed by the lower levels of engagement of the younger generations should be considered in the light of their higher concerns about their career development. Formal career discussions and clear career paths for the younger generations who are still in the early stages of their career may potentially influence their work engagement and retention.

The results of the study indicated generational cohort (age), career confidence (career adaptability) and career harmonizers (psychological career resources) as significant predictors of work engagement. The Generation Y (Generation Y: 18–40 years) individuals had higher levels of psychological career resources (career preferences, career values, and career drivers), while the Generation X (Generation X: 40–49 years) individuals had higher career curiosity. The Baby Boomers (Baby Boomers: 50+ years) showed higher levels of work engagement.

In a study conducted by Goel (2018) on major Issues related to brain drain from India to the USA mentioned that the median age for Indian immigrants was 39 years, younger than the overall foreign-born population (44 years) and older than the U.S. born (36 years). Both Indians and the overall immigrant population were much more likely than the native born to be of working age. In 2015, 82 percent of Indian immigrants were between ages 18 and 64, compared to 60 percent of the U.S. born.

In a study conducted by Szkudlarek in 2010, on reentry, stated that age is the second most frequently researched reentry variable. Research indicates a positive correlation between age and reentry adjustment: the older the repatriates, the less the reentry distress (Black & Gregersen, 1991; Cox, 2004; Gullahorn & Gullahorn, 1963; Hyder & Lovblad, 2007; Moore, Jones, & Austin, 1987; Rohrlich & Martin, 1991). Cox (2004) shows that age is not only related to psychological distress but also social difficulties upon reentry. The author claims that this could

be related to the higher cultural learning abilities and adjustment skills of younger individuals, resulting in more profound identity changes during the international sojourn and increased reentry distress upon return. Some researchers question the existence of any relationship between age on the one, and reentry satisfaction and the level of experienced reentry difficulties on the other hand (Hammer et al., 1998; Uehara, 1986). Only one empirical investigation gives an account of the opposite trend. Suutari and Va¨limaa (2002) state that, among Finnish repatriates older people reported more difficulties with readjustment than the young repatriates. The authors hypothesize that such results could be a consequence of relatively strong ageism within Finnish corporations.

An additional, important factor related to age and reentry readjustment is the type of reentry concerns expressed (Martin, 1986). While young individuals are more concerned about rebuilding personal relationships, older repatriates emphasize work- and career-related anxieties.

A remarkable finding within the framework of Indonesian returnees is that there, in inter-correlations between variables tested individually, no correlation between length of stay overseas and difficulty on re-entry adjustment. This finding emphasizes that the high level of difficulty in re-entry adjustment is not caused by what happens when a sojourner is in a foreign country, but more because of the circumstance after they return to Indonesia. It may also be added, host country variables do not influence the re-entry adjustment process as revealed in previous research by Hammer et al. (1998). [iii]

In another study, Suutari & Välimaa (2002) studied Finnish repatriates in cooperation with the Finnish union of qualified economics graduates. The study aimed to increase their understanding of the antecedents of repatriation adjustment. The data were collected through a questionnaire survey. In the study, four different facets of adjustment appeared instead of the three suggested in the literature (i.e. general, work, and interaction adjustment) since the work adjustment dimension appeared to consist of two separate dimensions, named job adjustment and organization adjustment. The included antecedent variables explained from 30 percent to 50 percent of the variance in the adjustment models related to different facets of adjustment. The general adjustment was found to be related to the age of the respondent, the length of the assignment, the timing of role negotiations, expatriation adjustment problems, keeping up on events at home and role conflict. About organization adjustment, three antecedent variables were found: timing of role decision,

willingness to relocate internationally, and role conflict. Timing of role decision and role discretion appeared as positive correlates of job adjustment, and expatriation adjustment problems and role conflict as negative correlates of interaction adjustment.

In a literature review study conducted by Kjerfveand McLean (2012). The study aimed to address the potential benefits of the use of expatriate employees to enhance global knowledge and organizational learning in multinational corporations. They showed that the high turnover rates among returning expatriates have inspired the literature on repatriation to address some of the reasons causing this problem. Much of the literature addresses issues related to the reasons why expatriates leave their firms after their return from International assignments. It is estimated that the turnover rate among expatriates is 20% to 50% within the first year of the employee returning from overseas (Stroh, Gregersen, & Black, 2000; Tyler, 2006; Yeaton & Hall, 2008). Repatriation programs are still not widely adopted by global corporations. Companies seldom understand the need to promote any special program to prepare to return expatriates to reenter both their home culture and the headquarters workplace.

The repatriation time is a moment in the expatriation cycle plagued with uncertainties and anxieties for expatriates and their families. Repatriates often suffer from reverse cultural shock, which can be even more severe than the cultural shock faced during the initial months of expatriation. Corporations rarely offer special services to reintegrate expatriates into the organization and, further, often maintain little contact with expatriates during the international assignments. Expatriates remain largely out of sight and out of mind by managers, HR departments, and colleagues at the headquarters organization during International assignments (Gregersen & Black, 1995). Consequently, returning employees often face problems adjusting to their home culture and headquarters organization, which influences negatively their satisfaction on the job and their intention to remain in the corporation. A large number of articles retrieved for this project dealt with the topic of employee adjustment, job satisfaction, and its consequences in high turnover rates (**Table: 2.1.**).

Table- 2.1: Articles on Repatriation, Knowledge Transfer, and Learning (1999-2000).

Author(s)	Year	Type	Method	Topic
Stroh, Gregersen, & Black	2000	Empirical	Quantitative	Employee retention in the United States
Berthoin-Antal, A	2000	Empirical	Qualitative	Organizational knowledge Germany
Berthoin-Antal, A	2001	Empirical	Qualitative	Organizational knowledge Germany
Lazarova & Caligiuri	2001	Empirical	Quantitative	Employee turnover US -Canada
Linehan & Scullion	2002	Empirical	Qualitative	Employee adjustment Europe
Bossard & Peterson	2005	Empirical	Qualitative	Employee adjustment United States
Fink, Meierewert, & Rohr	2005	Empirical	Qualitative	Organization knowledge Austria
Lazarova & Tarique	2005	Conceptual	Knowledge transfer	
Stevens and colleagues	2006	Empirical	Quantitative	Job satisfaction Japan
Tyler	2006	Non referee	Employee turnover	
Hyder & Lovblad	2007	Conceptual	Employee retention	
Lee & Liu	2007	Empirical	Quantitative	Employee retention Taiwan
Makela	2007	Empirical	Qualitative	Knowledge sharing Sweden/Finland
Newton, Hutchins, & Kabanoff	2007	Empirical	Mixed	Repatriation policies Australia
Vidal, Valle, Aragón, & Brewster	2007	Empirical	Quantitative	Employee adjustment Spain
Vidal, Valle, & Aragón	2007a	Empirical	Quantitative	Job satisfaction Spain
Vidal, Valle, & Aragón	2007b	Empirical	Qualitative	Employee adjustment Spain
Kohonen	2008	Empirical	Qualitative	Employee retention Finland

Osman-Gani & Hyder	2008	Empirical	Quantitative	
Yeaton & Hall	2008	Non-referee	Employee turnover	
Crowne	2009	Conceptual	Knowledge transfer	
Furuya & colleagues	2009	Empirical	Quantitative	Learning transfer Japan
Jassawalla & Sashittal	2009	Empirical	Qualitative	Strategic policies the United States
Oddou, Osland,& Blackeney	2009	Conceptual	Organization knowledge	

The study also revealed that the experience of reverse culture shock is advanced as one of the main factors hindering employee adjustment to the home culture and the headquarters organization. This experience tends to be more acute because of its unexpected component. During international assignments expatriates and their families assimilate the overseas culture, the experience of living and working abroad often alters mental maps and changes behavioral routines (Stroh, Gregersen, & Black, 2000), thus creating difficulties for readjustment to the home culture. Reverse culture shock is often greater for individuals from homogeneous cultural backgrounds who were forced to make the deeper adjustment to their behavior while overseas, and who, in turn, have to make major adjustments in order to revert to their old behavior upon repatriation (Stroh, Gregersen, & Black, 2000). In the workplace, expatriate employees lose contact with the day-to-day operations of their organizations and relinquish contact with the social network of colleagues and supervisors in the domestic organization (Lazarova & Caligiuri, 2001; Linehan & Scullion, 2002; Vidal, Valle, Aragón, 2007). Upon reentry, those social ties need to be reestablished, and new technologies and procedures need to be relearned. Expatriates and their families often take from six months to one year to readjust back to the daily operation of their organizations and their home country cultures (Linehan & Scullion, 2002), and social networks, both personal and in the workplace, often take a long time to reestablish, sometimes up to one year (Jassawalla & Sashittal, 2009). In the meanwhile, the lack of social networks hinders the adjustment of the returning employees back to the organization.

For female executives, the repatriation phase poses even more acute problems. Women often suffer major personal and professional stresses during the re-entry phase because of having to assume the primary responsibility of assisting with the reintegration of the family into the home

culture. Also, they also suffer from the lack of role models and mentors at the headquarters organization to assist in their career development path (Linehan and Scullion, 2002).

Employees also change and mature during the experience of living and working abroad. Kohonen (2008) identified that international assignments are often a period of profound personal and professional growth for expatriates; it potentially causes changes in the expatriates' sense of self and personal identity, in particular among individuals who experienced high levels of professional responsibility and independence. International assignments promote different impacts in different types of personalities; individuals with greater involvement with the host cultures and with high independence at work often emerge from International assignments with an increased sense of professional self-confidence and higher expectations and ambitions in regards to their future careers. They often develop a greater commitment to their subjective career rather than to their organizational career and become more prone to launch boundary-less careers and to seek challenging professional opportunities in other organizations. Expatriates with less involvement with the host culture and/or less managing responsibility at work, have an easier time readjusting back to their home cultures and headquarters organization. It is thus fundamental for corporations to assess the needs of their repatriates' employees in order to develop practices and professional opportunities to fit the employee's objectives and aspirations. Expatriates often are placed in lateral positions upon returning to the headquarters organization; they also do not experience the same level of autonomy or utilize their knowledge/skills. (Berthoin-Antal, 2001; Jassawalla & Sashittal, 2009; Lazarova & Caligiuri, 2001; Linehan & Scullion, 2002; Yeaton & Hall, 2008). Recently internationalized firms are not always able to create challenging positions to repatriates (Fink, Meierwert, & Rohr, 2005).

There seems to be a strong connection between employee adjustment, job satisfaction, and organizational commitment towards promoting job retention among returning expatriates (Jassawalla & Sashittal, 2009; Lazarova & Caligiuri, 2001; Lee & Liu, 2007; Stevens, Oddou, Furuya, Bird, & Mendenhall, 2006; Stroh, Gregersen, & Black, 2000; Vidal, Valle, Aragón & Brewster, 2007; Vidal, Valle, & Aragón, 2007 a & b). The existence or perception of practices within the corporation to assist in the repatriation of employees affects positively the intention of employees to stay with the corporation. Employees often develop negative attitudes towards their corporations when they perceive a lack of support and appreciation for their keenness, hard effort, knowledge, and skills; this insight is often mostly subjective and not based on objective

assessments of repatriation support and practices in the organization (Lazarova & Caligiuri, 2001). Repatriates often build up work and non-work expectations that they wish organizations to tackle; only when their anticipation is met and there is an alignment between a positive repatriate experience and a fulfillment of motives that employees remain committed to their organization and keep their jobs (Stroh, Gregersen, & Black, 2000; Hyder & Lovblad, 2007). The below-mentioned policies and procedures well regarded by returning expatriates and cited as having a positive effect on the retention of expatriate employees are:

(i) Provide debriefing opportunities prior to and upon the termination of international assignments to prepare for the day-to-day changes in the headquarters office (Berthoin-Antal, 2001; Bossard & Peterson, 2005; Lazarova & Caligiuri, 2001; Osman-Gani & Hyder, 2008; Tyler, 2006).

(ii) Create training for repatriates and families to alleviate reverse cultural shock (Jassawalla & Sashittal, 2009; Osman-Gani & Hyder, 2008; Vidal, Valle, & Aragón, 2007a; Yeaton & Hall, 2008).

(iii) Offer career planning and path for repatriates (Berthoin-Antal, 2001; Bossard & Peterson, 2005; Jassawalla & Sashittal, 2009; Osman-Gani & Hyder, 2008; Lazarova & Caligiuri, 2001; Tyler, 2006; Vidal, Valle, & Aragón, 2007a; Yeaton & Hall, 2008).

(iv) Offer a written agreement to deal with compensation and future employment issues (Lazarova & Caligiuri, 2001).

(v) Provide promotion upon return from overseas assignments (Vidal, Valle, & Aragón, 2007a).

(vi) Assign a mentor to support expatriates during and after the international assignment (Jassawalla & Sashittal, 2009; Lazarova & Caligiuri, 2001; Tyler, 2006; Yeaton & Hall, 2008).

(vii) Provide clear information about job placement possibilities to address the work expectations of returning expatriates (Vidal, Valle, Aragón, 2007a).

In an, another study conducted by Slay and Smith, in 2010, studied on narratives written by 20 high-flying African American journalists (Terry, 2007) who talk about what it means to be both Black and reporters and shows that, the professional identity construction under circumstances of stigmatized cultural identity presents an interesting conundrum. Professional roles are defined as esteemed and offer the sole owner with autonomy (Benveniste, 1987) and, often, a degree of privilege. However, stigmatized personnel is often accorded little status and/or opportunity because their identities are tainted.

In a study conducted by Tomer and Mishra, in 2015, studied among the students of 2008 batch in a top-ranked engineering institution in the state of Uttar Pradesh in India, known for its rigor and competence in delivering professional education, and asserts that professional identities are formed among the students even prior to they adhere to the organization. The study also argues that entry-level identities of students are tailored and in tune in response to their know-how ofidentity violations throughout their academic curriculum. These violations were caused by their unmet outlook from the academic program. The extent of these violations is inclined by their perceived value derived from the preparation.

In another study done by Kohonen (2008), the identity construction on Finnish expatriate managers during their international assignments, and the blow of this on career aspirations and re-entry experiences. The data were gathered in narrative interviews and reveals that expatriation is often accompanied by self-reflection and identity work. Three types of identity modification emerged from the narrative data, namely 'identity shifters', expatriates with 'balanced identities', and 'non-shifters.' Because the identity shifters had typically horrible repatriation experiences and narrated their career aspirations in terms of a new personal challenge, it is recommendedthat home country organizations could be more prepared for the identity changes and career aspirations of repatriates.

Thus reentry is comprised of processes, people, and practices (Szkudlarek, B., 2009) **(Fig.2.2.).**

Mitchell, Hotom, Lee, Sablynski, & Erez, (2001), studied with two samples. The results showed that job embeddedness predicts the key outcomes of both intent to leave and voluntary turnover, and explains major incremental variance over and above job satisfaction, organizational commitment, job alternatives, and job search. Thus, job embeddedness assesses new and significant variance in turnover in surplus of that predicted by the major variables included in almost all the major models of turnover. Thus, empirical findings showed that job embeddedness complements and extends understanding of the antecedents to leaving (and staying).

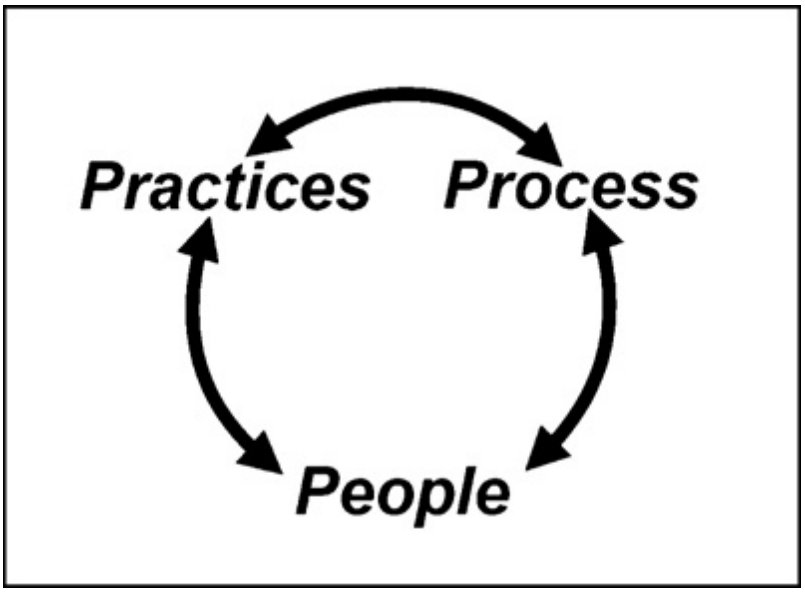


Fig. 2.2: Process, people, practices—a comprehensive view of reentry.

In a study done by Lee, Burch, and Mitchell (2013) by literature review. They examined the history and development of job embeddedness, beginning with the story of the idea's conception, theoretical base, and original experimental structure as a major forecaster of employees' voluntary turnover. They then considered more recent expansions in the theoretical structure and empirical dimension of job embeddedness, exploring job embeddedness as a causal indicator model versus a reflective model. Next, they reviewed some gifted expansions of embeddedness to new domains (e.g., family embeddedness) as well as imperative contingency factors that enhance or diminish its impact. Finally, they described how job embeddedness affects essential organizational outcomes beyond turnover, including job performance, organizational citizenship behavior, innovation, and the expansion of social and human capital. In their study the provided an example of the influence of embeddedness on repatriation. Kraimer et al. (2012) applied strain theory to comprehend the turnover of repatriates. With a sample of 112 repatriates from a range of nations (e.g., Australia, the United States, and the United Kingdom), expatriate community embeddedness was positively associated with one's international employee identity, but expatriate organizational embeddedness was not (with time since repatriation, recruiting strategy, cultural distance between home and host country, number of international assignments, and length of last assignment controlled for). When controlling for the prior listed variables and repatriate and expatriate embeddedness, the interface of employee identity and job deprivation

was associated with identity strain. When many of the above variables were controlled for, identity strain predicted succeeding voluntary turnover.

Tharenou & Caulfield (2010), Kraimer et al. (2012), and Ren et al. (2013) offer theoretically rich evidence that job embeddedness is a distal predictor of turnover.

In a study conducted by Shen and Hall (2009) introduced the concept of job embeddedness to research on international assignments to help explain how the processes of expatriation and repatriation might lead to such outcomes as strengthened person-organization fit or career exploration. It developed a model with a related set of theoretical propositions, based on an inclusive literature review covering international assignments, adult development and career theories, job embeddedness, and career exploration.

Skelton, 2017 studied with 63 full-time Southeastern U.S. manufacturing employees completed surveys that included the Andrews and Withey's job satisfaction questionnaire, Crossley, Bennett, Jex, and Burnfield's global measurement of job embeddedness, and Mobley, Horner, and Hollingsworth's intent to stay scale. The results of the multiple regression analysis indicated the model was able to significantly predict employee turnover intention, $F(2, 95) = 71.822$, $p < .001$, $R\ 2 = .705$. Both employee job satisfaction ($t = -.703$, $p < .001$) and employee job embeddedness ($t = -.501$, $p < .001$), were statistically significant predictors of turnover intent. The study revealed thatthe linear combination of employee job satisfaction and job embeddedness is a considerable predictor of employee turnover intentions in the manufacturing industry in the Southeastern United States by discovering specific needs of their employees and make and execute strategies that reinforce employee job satisfaction and job embeddedness within their workforces. The results of such strategies could improve employee retention within the company, amplify corporate profits, boost the surrounding community, and positively affect the economy.

Thus the survey of the literature supports the rationale for selecting the variables of professional identity, life stages, post return adjustment to the home country, job embeddedness, and job satisfaction of Indian IT employees.

Chapter – III

SIGNIFICANCE

OF

THE STUDY

3.1. PROBLEM OF THE STUDY:

To assess the probable causes of the brain drain in the Indian IT sector and how it can be avoided.

3.2. PURPOSE OF THE STUDY:

The purpose of the study is to understand what factors influence India's brain drain in IT sector employees who go for an on-site assignment abroad to return or not to return to India permanently after repatriation. Although it can also be determined from the study (collected data) the numbers of those that return or do not return, one cannot understand the reasons behind their decisions without a broader inquiry. Understanding the decisions, choices, and actions are best investigated or explained through the quantitative and qualitative research approach of this study.

The study assists in identifying not only the factors that influence IT employees not to return to India, but also the factors that influence those who return to return, and those that return and soon leave thus 3contributing to improved practice. Understanding these factors is a key step in finding measures of minimizing brain drain caused by IT employees not returning after overseas assignments.

The study specifically investigates the following questions:

1. What factors influence Indian IT employees to stay abroad after completing their on-site assignment (expatriation)?
2. What factors influence Indian IT employees who return home after completing their on-site assignment (expatriation) abroad to return? Among those who return home (repatriated), what factors influence the decisions to resign their jobs and leave the country to return abroad soon after their return?
3. What strategies and policies could Indian IT firms adopt to stem the brain drain?

Examination of these questions is grounded in studies related to IT work, expatriation, repatriation, and brain drain. In the context of higher education institutions, while studies on IT employees work explain: the relationship between employees and their organizations, what they do, why they do what they do, how they do it, and where they do it; studies on expatriation explain what is the need for on-site assignment in IT-ITES, what is the procedure of selection of employees for this activity, how they can send them; studies on repatriation explain when they will return to home country, what is procedure to came back them, what value repatriated employees will add to the organization, what can affect the successful repatriation; studies on migration explain why employee chose to move from place to place, and studies on brain drain explain both the reasons for employee moving from place to place and the effects and impact of such movement on the organizations losing employee. The study uses a collection of data and an open-ended interview approach to allow for an in-depth examination of the issues. Various participants from the organizational HR, as well as IT employees, who have been undergone expatriation abroad, have participated.

Chapter – IV

METHODOLOGY

Research can be defined as a scientific and systematic search for pertinent information on a specific topic. Research is an art of scientific investigation. Some people consider research as a

movement from the known to the unknown. According to Clifford Woody, the research comprises defining and redefining problems, formulating a hypothesis, or suggested solutions; collecting, organizing and evaluating data; making deductions and reaching solutions conclusions; and at last, carefully testing the conclusion to determine whether they fit the formulating hypothesis.

The research process consists of aeries of actions or steps necessary to effectively carry out research. The following order concerning various steps provides a useful procedural guideline regarding the research process: **(i)** formulating research problem; **(ii)** extensive literature survey; **(iii)** developing the hypothesis; **(iv)** preparing the research design; **(v)** determining sample design; **(vi)** collecting the data; **(vii)** execution of the project; **(ix)** hypothesis testing; **(x)** preparation of the report or presentation of the results.

Thus, the first and foremost step happens to be that of selecting and properly defining a research problem. A research problem refers to some difficulty which a researcher experiences in the context of either a theoretical or practical situation and wants to obtain a solution for the same. There are two types of research problems, viz., those which relate to states of nature and those which relate to the relationship between variables. In the present study, the research problem concerns both the states of nature and the relationship between variables, viz., to find out antecedents and possible preventive interventions in the subjects of the Indian IT sector with the workplace in India and foreign counterparts.

The research methodology is a way to systematically solve the research problem. In it, the various steps that are generally adopted by a researcher in studying her research problem along with the logic behind them are studied. There is a difference between research methodology and research methods. Research methods may be understood as all those methods/techniques that are used for the conduction of research. But, research methodology not only explains the research methods but also the logic behind using that particular method in the context of the research question in hand.

4.1. TITLE:

To study the antecedents and possible preventive interventions of brain drain in Indian IT sector employees - assignments abroad.

4.2. OBJECTIVES OF THE STUDY:-

This part of the study defines the aim of the work, the overall purpose of the study. It must be clearly and concisely defined by identifying the major causes of brain drain in the Indian IT sector.

I. Identifying the perceived consequences of brain drain on the Indian IT sector.

II. Identifying the possible preventive measures.

III. To study whether the brain drain of Indian IT employees varies with **(a)** age and **(b)** professional identity in and around Kolkata (Age as a variable was selected because age always have an effect on post return adjustment, job embeddedness, and job satisfaction and to get specificity the variable of age was included.).

IV. To study the difference between **(a)** both the gender and **(b)** between both the group of returnees who are working in India after on-site exposure from abroad and those who are not working in overseas after their international on-site experience.

4.3. HYPOTHESES:-

***Hypothesis* 1:** There will be no significant mean difference between job embeddedness, job satisfaction, and difficulty in re-entry adjustment that will be mediated by perceived professional identity and life stages.

***Hypothesis* 2:** There will be no significant mean difference between two inter-group samples i.e. those who have returned to the home country after the completion of on-site assignment and those have not returned to the home country after the completion of on-site assignment among the job embeddedness, job satisfaction, and difficulty in re-entry adjustment that will be mediated by perceived professional identity and life stages.

***Hypothesis* 3**: There will be no significant mean difference between two intra-group samples i.e. between both the gender those who have returned to the home country after the completion of on-site assignment and those have not return to the home country after the completion of on-site

assignment among the job embeddedness, job satisfaction, and difficulty in re-entry adjustment that will be mediated by perceived professional identity and life stages.

***Hypothesis* 4:** There will be no correlation between job embeddedness, job satisfaction, and difficulty in re-entry adjustment

***Hypothesis* 5:** There will be no correlation between two inter-group samples i.e. those who have returned to the home country after the completion of on-site assignment and those have not returned to the home country after the completion of on-site assignment among the job embeddedness, job satisfaction, and difficulty in re-entry adjustment

***Hypothesis* 6:** There will be no correlation between two intra-group samples i.e. between both the gender those who have returned to the home country after the completion of on-site assignment and those have not return to the home country after the completion of on-site assignment among the job embeddedness, job satisfaction, and difficulty in re-entry adjustment.

4.4. VARIABLES:-

A variable may be defined as anything that has a quality or quantity that is trying to measure in the experiment. It is a measurable attribute that changes or varies across the experiment whether comparing results between multiple groups, multiple people or even when using a single person in an experiment conducted over time**.**

4.4.1. INDEPENDENT VARIABLE:-

The researchers purposefully change or manipulate independent variables that can directly affect the dependent variable.

- **(i)** Professional identity
- **(ii)** Life- stages of employees/subjects

4.4.2. DEPENDENT VARIABLE:-

The dependent variable is the variable the researcher can measure in the experiment.

- **(i)** Post returns adjustment to the home country
- **(ii)** Job Embeddedness
- **(iii)** Job Satisfaction

4.5. OPERATIONAL DEFINITION OF VARIABLES:

4.5.1. PROFESSIONAL IDENTITY:

Professional identity continues to evolve involving professional practice, talent development, and the values of the profession (Adams et al., 2006).[iv]

Professional identity is one's self as perceived about a profession and to one's association of it. Professional identity is shaped through one's beliefs and attitudes, values, motives and experiences through which individuals delineate themselves, in their contemporary or anticipated professional life (Bridges, Macklin, & Trede, 2012; Johnson, Cowin, Wilson, & Young, 2012; Sutherland & Markauskaite, 2012; Schwartz et al., 2011).The professional identity draws upon social identity theory (Field, Duffy, & Huggins, 2013; Sutherland & Markauskaite, 2012) and allows for the peculiarity of members from one profession from another (Low et al., 2012).

A professional identity is a central cognitive instrument that affects workers' attitudes, affect and behavior in work settings and beyond. As such, understanding how professionals consider themselves has been the focal point of many past research studies (e.g. Ashforth et al., 2007; Kreiner et al., 2006a; Kreiner et al., 2006b; Ibarra, 1999; Pratt et al., 2006).

An individual's professional identity as either a social or role identity is essential because it is a key way that individuals disperse meaning to themselves, and it shapes work attitudes, affect and behavior (Siebert and Siebert, 2005).First, one's occupation can be a vital source of meaningfulness for folks. In particular, how an individual defines himself in his professional role becomes an important instrument that the individual will use to comprehend and define himself and his life's purpose commonly. One's professional identity can serve up as an organizing structure for an individual's self-concept (Hughes, 1958; Stryker, 1987). Thus, the individual's professional identity is a focal point of their larger self-system. As Collin and Young (1992: 8) explained, in today's workplace, an individual's profession provides a 'context of meaning within which life is lived and through which life is interpreted by others'. Through the construction of a professional identity, individuals can claim purpose and meaning for themselves, and illuminate how they contribute to society.

In addition to being a meaning-making contrivance, one's professional identity can also affect one's psychological well-being (Tajfel and Turner, 1979). A professional identity also affects individual behavior in the workplace. Professional norms and values impact forward job attitudes and contour behavior (Bunderson, 2001).

A well-built, self-selected, positive and flexible professional identity has been shown to manipulate an individual's work-related success and satisfaction (Skorikov & Vondracek, 2011). Cowin, Johnson, Wilson, and Borgese (2013) observed that nurses who had produced a strong professional identity were more productive and committed to the health industry, and this is favorable to other healthcare workers and patients.A weak professional identity has been linked to students leaving nursing programs and graduates' leaving the nursing profession (Worthington, Salamonson, Weaver, & Cleary, 2013).

Positive and negative impacts of a strong professional identity for professional groups can be acknowledged. The strength of a professional identity impacts the worth add that the profession has for an organization (Kim, et al., 2012).A strong professional identity is also likely to throw into an increase in the output of the professional. On the other hand, the weakness associated with a strong professional identity is that professionals may be not capable to effectively cooperate with others outside their professional group because of identity threat (Molleman & Rink, 2015).

Social identity theory (Tajfel, 1978)[v] on which professional identity draws upon highlights the crucial motivation behind identifying with a group is to enhance one's pride and self-esteem. A strong sense of occupational/professional identity is positively associated with individuals' feeling a strong sense of self-esteem (Skorikov & Vondracek, 2011). - **Status and Esteem**.

An individual may experience a sense of belonging and affection through the assembly of a professional identity as a consequence of their group membership (Ashforth & Mael, 1989). The strength of a professional identity is coupled to the strength of belonging and attachment which have a positive impact on career success (Slay & Smith, 2011).The strong approach of attraction and attachment are practiced when individuals naturally recognize with others whom they perceive as comparable to themselves (Kenny et al., 2011). - **Sense of belonging and attachment.**

A well-built professional identity assists professionals with mounting their mastery of the line of work (Niemi & Paasivaara, 2007). Professional mastery leads to amplified employability for individuals and is recognized as an upshot of an individual's tertiary studies, workplace experience and their obligation to the job (Mann, 2008). – **Mastery.**

4.5.2. LIFE- STAGES OF EMPLOYEES:

Super (1990) anticipated five life stages [Growth, or childhood (roughly age 4 to 13); Exploration, or adolescence (roughly age 14 to 24); Establishment, or young adulthood (roughly age 25 to 44); Maintenance, or middle adulthood (roughly age 45 to 65); and Decline, or old age (over 65)] through which individuals progress over their lives.

4.5.3. POST RETURNS ADJUSTMENT TO THE HOME COUNTRY:

Re-entry adjustment represents the psychological process experienced by returnees when returning to the home country (Seiter & Waddell, 1989).[vi]

Repatriation is a key in the troublesome moment in the intercontinental assignment of employees in global corporations. The termination of an assignment and the reassign of the employee and his/her family back to the organization into the home culture are often preceded by moments of elevated anxiety. The state of affairs is often aggravated due to the verity that many corporations do not have policies and procedures to set up for the return of expatriates and also do not be aware of the repatriation time as an essential period of the cycle of the international assignment (Yeaton & Hall, 2008).

Reverse culture shock is the procedure of readjusting, acculturating, and reassimilating into one's own home culture after living in a different environment for a significant time (Gaw, 2000).[vii]

Even though the notion of reverse culture shock was explored as early as 1944 by Scheutz in his studies on returning veterans, culture shock and reverse culture shock were not intrinsically linked until 1963 by Gullahorn & Gullahorn. Despite a lack of data, scholars familiar with the subject claim that no traveler is exempt from a reverse culture shock (Adler, 1981; Church, 1982; Stelling, 1991; Zapf, 1991; Gaw, 2000), while it appears more significant in children and adolescents (Gullahorn & Gullahorn, 1963; Stelling, 1991; Werkman, 1980; Gaw, 2000).Some of the symptoms of returnees take in alienation, disorientation, stress, value confusion, anger, hostility, compulsive fears, helplessness, disenchantment, and discrimination (Adler, 1981; Church, 1982; Hannigan, 1990; Locke & Feinsod, 1982; Raschio, 1987; Zapf, 1991; Gaw, 2000). While culture shock has been found to go after a U-shaped curve, reverse culture shock follows a different pattern. Gullahorn & Gullahorn suggest that reverse culture shock follows a W-shaped curve instead, with the second curve starting where the first ended. They suggested that the core cause of reverse culture shock is anticipation. Sojourners and travelers alike expect to return as an unchanged individual to an unchanged home (Gaw, 2000). Instead, they have the

understanding that life has not stayed the same while they were left; just as they have undergone transformations.Gullahorn & Gullahorn (1963) also noted that those traveling overseas expect to run into cultural differences, thus potentially dampening the outcome of culture shock, but do not expect as many changes coming home. Also, for those who have lived abroad for an unmitigated amount of time, much of their sensitivity of "home" is filtered through the words of their family, friends, and the media (Stelling, 1991), and may not be utterly correct or meet expectations **(Fig: 3.1.)**.

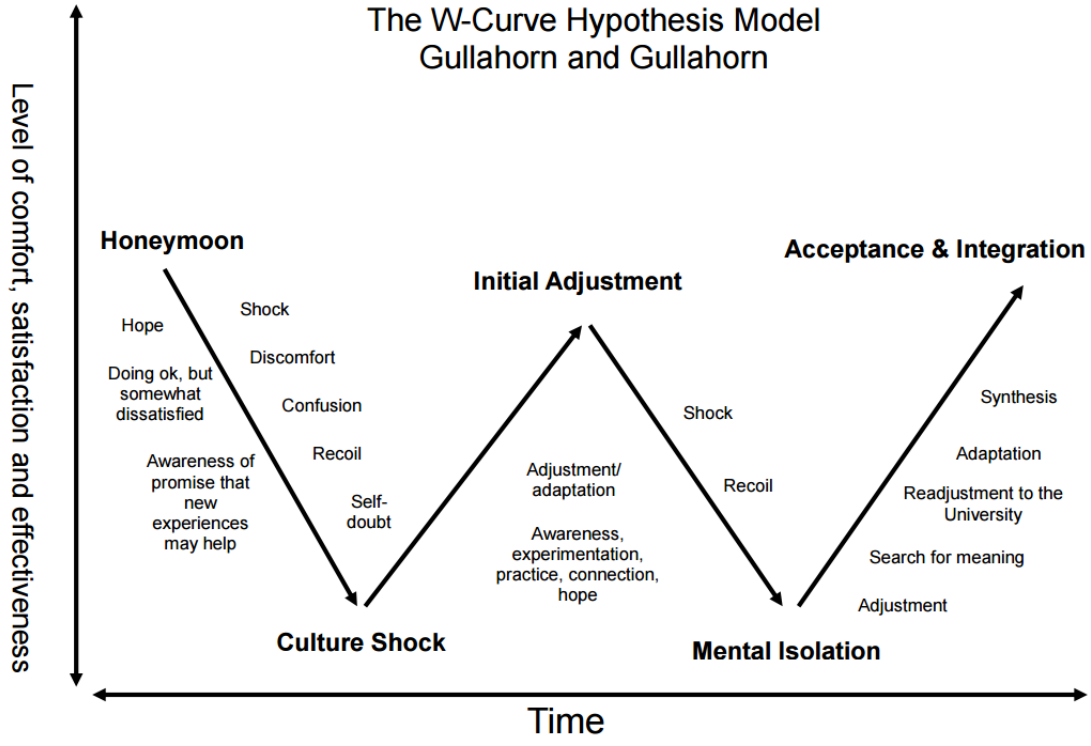


Fig-3.1: In J.H. Schuh (Ed.), Educational Programming and Student Learning In College and University Residence Halls. Columbus, OH: ACUHO-I

Source: Hoffenburger, K., Mosier, R., & Stokes, B. (1999). Transition Experience.

4.5.4. JOB EMBEDDEDNESS:

Job Embeddedness is a construct that represents several influences that entangle folks to their employment. It focuses on the formal and informal association of individuals put into practice through their duties and personal interaction.As the excellence and amount of connections grow

the intricacy of relationships flourish embedding them in their environment deterring their exodus.

Job embeddedness reveals three dimensions that reflect vital aspects of job embeddedness: Link, Fit, and Sacrifices [Mitchell et al. (2001)].Moreover, these three dimensions are categorized into two sub-dimensions, the organization, and their communities, making the dimensions of job embeddedness six in total (Mitchell et al., 2001; Crossley et al., 2007; Zhang et al., 2012). Links are connections of the group have with 'people or activities' (Cunningham, Fink & Sagas 2005: 320). The quantity and intimacy of relationships tie people to the organization because leaving their jobs can rupture or require reorganizing of these links (Mitchell et al. 2001).Fit, another aspect of Job embeddedness, is concerned with the counterpart between the employee's 'values career goals, and strategy for the future' with the organization's 'culture and the demands of his or her immediate job' (Holtom & O'Neill 2004: 219). Meyer and his associates found that congruence between employees preferred culture and the culture they perceived was provided by their organization deterred their intentions to depart. Consequently, the greater the employee-organization fit, the greater the probability that they will be coupled to their employer (Holtom, Mitchell & Lee 2006).

The final dimension of Job embeddedness, sacrifice, is typified by the perceived material or psychological costs that may be lost by leaving a job (Holtom et al. 2006). Also, executives and managers who perceived a considerable past investment in the way they were treated accredited the high sacrifice they would make in leaving and stayed with their firm (Guerreroa & Herrbach 2009).

In a nutshell, employees become trapped in organizations through a web of forces that embed them. In short, it is the links that they build up, the fit with their surroundings and the benefits they would relinquish in leaving that encourage them to stay.

Long ago, the conventional answers to the question of why people leave may well have been, because they do not like their jobs and have someplace else to go. In the same way, the answer to the (seldom asked) question of why people stay may well have been the blank opposite of the reason for turnover, that is, because they like their jobs and don't have someplace else to go. The primary explanations for staying were high (as opposed to low) levels of job satisfaction, organizational commitment, and job involvement, which are concepts that dominated the turnover research for many years as well (Holtom et al. 2008)[viii]. In their discussions, Mitchell

and colleagues focused less on effect or affect-saturated constructs (e.g., satisfaction, commitment, or involvement) and more on contextual influences that shape staying. Specifically, Mitchell et al. (2001, p. 1104, emphasis in original)[ix] described job embeddedness as follows:

"Job embeddedness represents a broad constellation of influences on employee retention. Two research-related ideas that help explain the core of this construct are embedded figures and field theory (Lewin, 1951). Embedded figures, which are images used in a psychological test, are immersed in their backgrounds. Attached to their backgrounds and hard to separate from them, embedded figures become part of the surroundings. Field theory presents a similar vision, the idea that people have a perceptual life space in which the aspects of their lives are represented and connected. These connections can be few or many and close or distant. Drawing on these ideas, we can describe job embeddedness as like a net or a web in which an individual can become stuck. One who is highly embedded has many links that are close together (not highly differentiated). Moreover, the content of the parts may vary considerably, suggesting that one can be enmeshed or embedded in many different ways. It is this overall level of embeddedness, rather than specific elements of embeddedness, that is our central focus.

The critical aspects of job embeddedness are **(1)** the extent to which people have links to other people or activities, **(2)** the extent to which their jobs and communities are similar to or fit with the other aspects in their life spaces, and **(3)** the ease with which links can be broken—what they would give up if they left, especially if they had to physically move to other cities or homes. We labeled these three dimensions "links," "fit," and "sacrifice," and they are important both on and off the job. This three-by-two matrix suggests six dimensions: links, fit, and sacrifice associated with an individual's organization and with his or her community.**"**

In short, job embeddedness is the degree of an employee's "stuckness", within a larger social system, and its outcome from numerous external (or contextual) forces—which are labeled links, fit, and sacrifice—in the organization and community that operate on a focal employee.

4.5.5. JOB SATISFACTION:

Khalib et al. (2015) defined job satisfaction as the degree to which employees like or dislike their jobs. It remains a multifaceted topic due to national and cultural differences and the diverse components it encompasses and effects. Pan (2015), for instance, noted job satisfaction remains

subjective and person-specific. Therefore, what creates satisfaction for one employee might not congregate the needs of another employee. Additionally, Pan suggested job satisfaction includes task, environmental, and relational factors. As Ali suggested, job design, including the empowerment of employees through organizational policies, could help improve satisfaction/happiness.

Job satisfaction is defined as a positive or pleasant emotional state resulting from a person's appreciation of his/her job or experience (Locke, 1976). Leap and Crino (1993) view job satisfaction as the outlook of workers toward their job, rewards that they get, and the social, organizational, and physical characteristics of the environment in which they perform their working activities. Robbins (2003) sees job satisfaction as the general attitude of an individual toward his/her job. Cook et.al. defined job satisfaction as "an attitude which manifests itself in the evaluation of the job and of the employing organization as contributing suitably to the attainment of one's objectives."

Job satisfaction, a distal outcome within the socialization model, has been defined as consisting of either individual or some amalgamation of factors fundamental to employees' work- 30 related evaluations, affect, and beliefs (Weiss, 2002). Weiss' definition of job satisfaction as "a positive (or negative) evaluative judgment one makes about one's job or job situation" (p. 175). This outlook does not exclude emotions, mood, and beliefs from the debate of job satisfaction, but it does discriminate them as important antecedents or outcomes of job satisfaction as an attitude.

4.6. SAMPLE & SAMPLING PROCEDURE:-

4.6.1. NO. OF SAMPLE:

To conduct the present study the researcher will aim at collecting data from 130 employees working in IT (Software's) in and around Kolkata.

(i) 66 out of them have returned after on-site exposure abroad and 64out of them have not returned after on-site exposure abroad i.e. they are staying in abroad.

(ii) 10 Human Resource professionals from multiple organizations from various parts of India.

4.6.2. SAMPLING CRITERIA:

The present study was conducted on IT employees of different IT firms in and around Kolkata. The sampling criteria were as follows:

4.6.2.1. INCLUSION CRITERIA OF THE SAMPLE:

(i) Employees' age must not below 25 years.

(ii) Employees' work experiences must not below 1 year.

(iii) Employees' educational qualifications must not below M.Tech / M.S. /M.B.A.

(iv) Employees' length of stay abroadmust not less than 6 months.

(v) Employees' length of stay abroad must not less than 6 months.

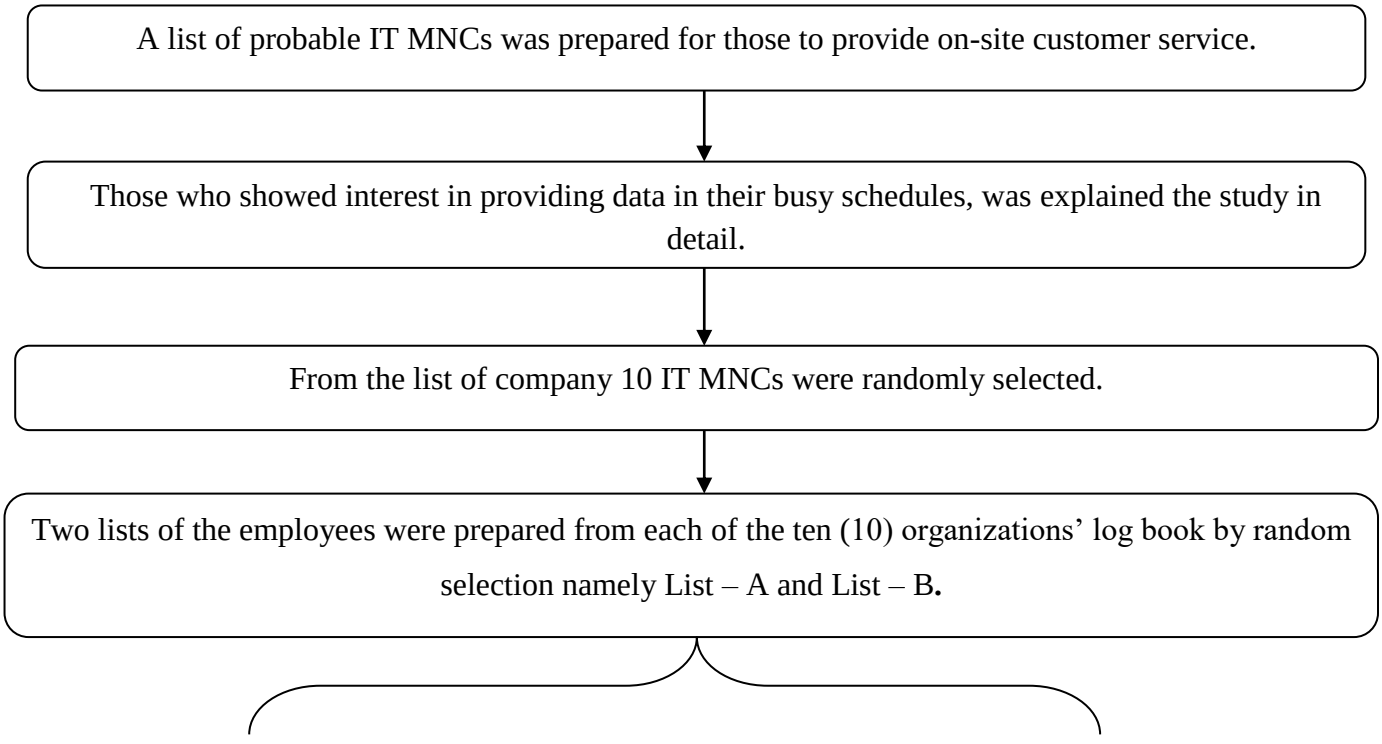
As these are the factors affecting re-entry adjustment to job embeddedness and job satisfaction via professional identity and life stages.

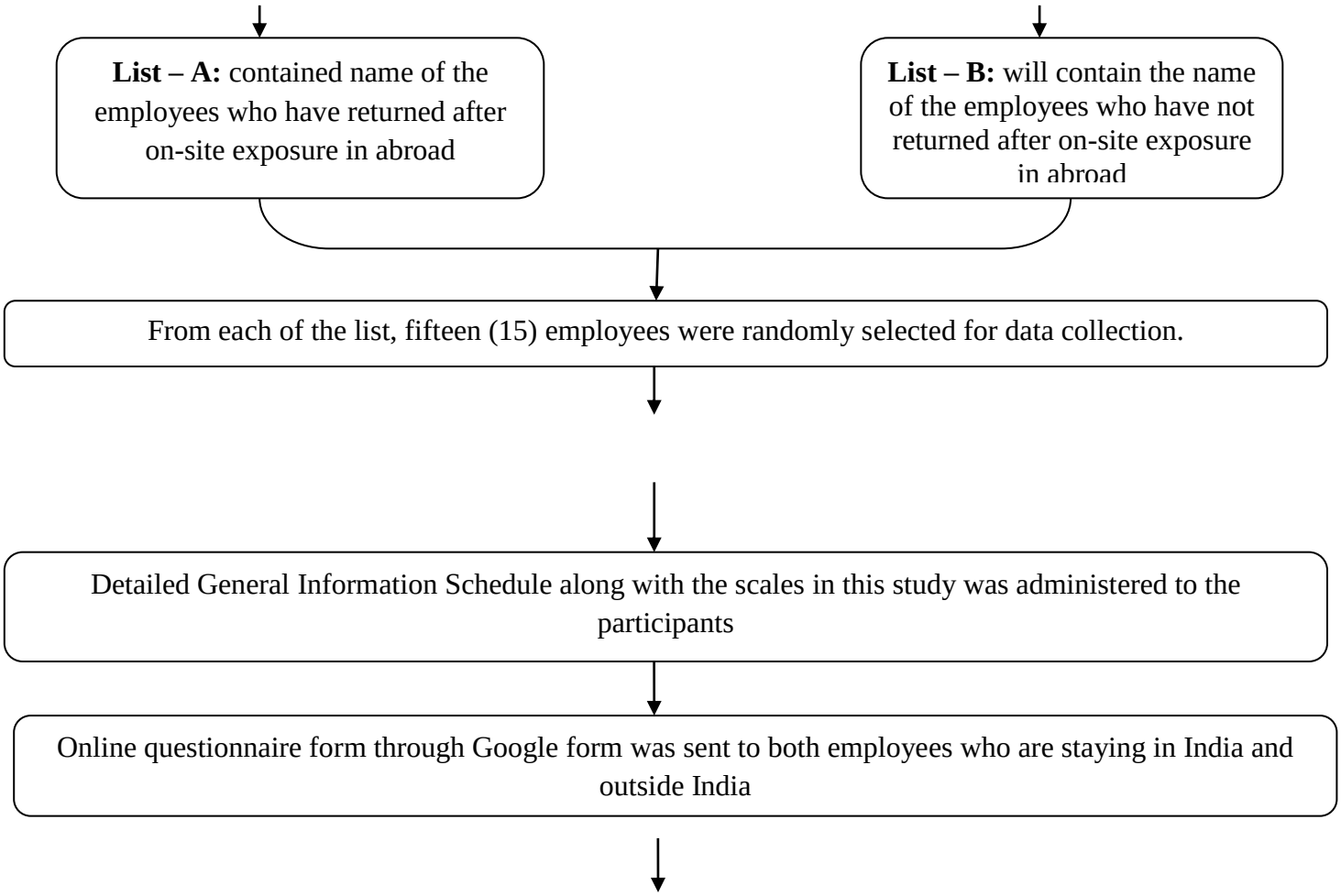
4.6.2.2. EXCLUSION CRITERIA OF THE SAMPLE:

(i) Employees' age must not above 65 years

(ii) The workers who are willing to participate in the study

4.6.2.3. SAMPLING PROCEDURE:


A list of probable IT MNCs was prepared for those to provide on-site customer service.
Those who showed interest in providing data in their busy schedules, was explained the study in detail.
From the list of company 10 IT MNCs were randomly selected.
Two lists of the employees were prepared from each of the ten (10) organizations' log book by random selection namely List – A and List – B.


List – A: contained name of the employees who have returned after on-site exposure in abroad
List – B: will contain the name of the employees who have not returned after on-site exposure in abroad
From each of the list, fifteen (15) employees were randomly selected for data collection.
Detailed General Information Schedule along with the scales in this study was administered to the participants
Online questionnaire form through Google form was sent to both employees who are staying in India and outside India

Data were collected after obtaining informed consent from the participants

↓

After collecting the datasheets in the form of excel from the employees, those who satisfied the inclusion criteria defined for this study were included as the participants and their responses were tabulated

↓

After consolidating the entire data, it was found that 64 data were collected from outside India, 66 data were collected from India

↓

Therefore, data from 130 IT employees participated in the final research.

↓

Thus, the collection was collected by the researcher using – Multiple Stratified Random Sampling method.

4.7. RESEARCH DESIGN / DESIGN OF THE STUDY:-

Research design is the blueprint of the detailed plan or procedure of the study i.e. testing the hypothesis and analyzing the obtained data.

In this study the researcher attempt to trace an effect of professional identity and life stages (independent variables in the research) of IT employees on their repatriation shock, job embeddedness, and job satisfaction (dependent variables in the research) which ultimately lead to brain drain in Indian IT sector (which has already occurred to its probable causes) – **Ex Post-Facto Research Design**.

Thus the term Ex Post-Facto means "after the fact", where the researcher has not any direct control over the independent variables. A simple definition of ex-post-facto research may be given as follows:

"Ex post-facto is the empirical investigation in which the investigator draws the inference regarding the relationship between variables based on such independent variables whose manifestations have already occurred. In this type of research, the investigator has no direct control over the independent variables because they occur much prior to producing their effects." (Singh. A. K., 2016).

In this study, the researcher has collected two sets of data i.e. **(i)** the employees who have successfully repatriated in India after completion of the on-site International assignments; and **(ii)** the employees who have not successfully repatriated in India after completion of the on-site International assignments, thus they have returned to foreign countries for employment purposes from the same group of subjects (Indian IT employees, basically from in and around Kolkata) so that the relationship between the subsequent sets of data can be determined. Correlations are the common statistics that are employed in the analysis of these data, other statistics commonly regarded as variants of correlational techniques. Thus the present study is a **Correlation Ex Post-Facto Research Design**.

4.7.1. TARGET GROUP: -

To conduct the present study the researcher collected data from 130 IT employees working in IT (Software's) in and around Kolkata.

(i) 66 out of them have returned after on-site exposure abroad and 64 out of them have not returned after on-site exposure in abroad i.e. they are staying in abroad; and

(ii) 10 Human Resource professionals from multiple organizations from various parts of India.

4.7.2. STUDY TOOLS: -

The following study tools will be used for achieving the objectives of the present study.

The scale has been constructed to measure ineffective repatriation, particularly for IT employees. This scale is broadly divided into three sections - the first section deals with the general demographic questions, while the second section deals with the probable antecedents of ineffective repatriation and while the third section deals with the semi-open ended interview questions regarding the measures taken by the organizations

Administration: The IT employees Repatriation scale is a self- administered scale. There is no time limit to complete the questionnaire. To complete the entire questionnaire it takes approximately ten-twelve minutes, although the time may vary with the respondents.

4.7.2.1. GENERAL DEMOGRAPHIC VARIABLES:

The researcher examined the unique effects of returnees' demographic variables such as gender, age, experience, education level, marital status, the length of stay abroad and the length of stay back in the home country as factors affecting re-entry adjustment to job embeddedness and job satisfaction via professional identity and life stages.

4.7.2.2. PROFESSIONAL IDENTITY SCALE DEVELOPED BY ADAMS ET AL., (2006) [BASED ON A PREVIOUS 'IDENTIFICATION' SCALE BY BROWN ET.AL. IN 1986]

4.7.2.2.1. DESCRIPTION:

We adapted the Professional Identity Scale developed by Adams et al., (2006) to measure social identity; it reflects group interactions in the place of work and relates to how people evaluate and discriminate themselves from other professional groups.

The Professional Identity Scale (Adams et al., 2006) is a 9-item in one-dimension solution multiple-choice self-report inventory that is used for measuring the strength of professional identity. It consists of nine questions about social identity; it reflects group relations in the workplace and relates to how people compare and differentiate themselves from other professional groups. Each question has the same set of four possible answer choices, which are

arranged in columns and are answered by marking the appropriate one with a cross. The measure comprises 6 positively (e.g. *I find myself making excuses for belonging to this profession*, and *I can identify positively with members of this profession*) and 3 negatively (*e.g. I try to hide that I am studying to be part of this profession*) worded items.

Sampled items for Professional Identity Scale are: I find myself making excuses for belonging to this profession, and I can identify positively with members of this profession and I can identify positively with members of this profession.

4.7.2.2.2. MAIN DIMENSIONS ASSESSED:

Professional Identity.

4.7.2.2.3. RESPONSE MODE:

The response is recorded against five modes of responses on a 4-point Likert scale, ranging from 1 (strongly agree) to 4 (strongly disagree). The subject is instructed to put a cross (X) mark against the answer, which is best suited for him/her.

4.7.2.2.4. SCORING METHOD:

Each response is rated on a 4point scale ranging from 1 to 4. To facilitate statistical analysis the Likert scale ratings were coded as follows:

The response of "Strongly Agree" is scored 3 points; "Agree: I could barely stand it" is scored 2 points; "Disagree: it did not bother me much" is scored 1 point; and "Strongly Disagree" is scored 0 points.

The rationale of the score is that the total scores range from 0 to 27, with higher scores representing a more positive professional identity.

Professional Identity Scale consists of 9 items in one dimension solution and responses were obtained on a 4-point Likert scale, ranging from 1 (strongly agree) to 4 (strongly disagree), where higher scores indicate a stronger professional identity and lower scores a weaker professional identity.

Likert scale ratings were reversed for the following questions:

- I am often ashamed to admit that I am a member of this profession
- I find myself making excuses for belonging to this profession
- I try to hide that I am a member of the profession.

4.7.2.2.5. RELIABILITY:

Previous research indicates the scale is unidimensional and internally reliable i.e. Cronbach's alpha (α=0.769) (Adams et. al., 2006).

In this study, the overall reliability, Cronbach's alpha score for the scale was 0.769 with the corrected item-total correlation between 0.329 and 0.745.

4.7.2.2.6. VALIDITY:

Construct EFA only.

4.7.2.3. LIFE STAGES

Life stages can synonymous with age (the length of time that a person has lived or a thing has existed). Life stages refer to "the different phases of life that all individual pass in a normal lifetime. These are the stages (interests, actions, behaviors) that are common and uniform throughout the human race such as infancy, childhood, adolescence, young adulthood, mid-life and old age." (Alleydog.com).

Life-span development can also be defined as a methodical, intra-individual change associated with progressive corresponding to age. The development progresses in a manner implicating the level of functioning.

Life-span development psychology involves the examination of both constancy and change in human behavior across the entire life span, that is, from conception to death (Baltes, 1987). Development occurs in different domains, such as the biological (changes in our physical being), social (changes in our social relationships), emotional (changes in our emotional understanding and experiences), and cognitive (changes in our thought process).

The developmental periods are child and adolescence, early adulthood, middle adulthood, and late adulthood. The transition in each of the developmental periods involves a necessary change in the character of the individual's life and sometimes this takes up to six years to complete the change (Smith, 2009).

A study has done Crosby (2015) was aimed at discovering the impact of age and gender on organizational commitment levels in an Irish call center setting and how organizational commitment levels may have an impact on employee retention and employee turnover levels in call center industry. Findings from the research have shown that in the chosen call center, there was no significant difference between gender and organizational commitment, although there

was a significant difference between age and organizational commitment. It was also shown those call center employees who have low levels of organizational commitment were more likely to leave their current position than those who had high levels of organizational commitment.

So age is the best scale to demonstrate the life stages of individuals which will assess the factors affecting re-entry adjustment to job embeddedness and job satisfaction via professional identity and life stages.

4.7.2.4. RE-ENTRY SHOCK SCALE / REVERSE SHOCK SCALE BY SEITER AND WADDELL (1989)[BASED ON A PREVIOUS RESEARCH ON 'RSS' OF COMPILED OF CHURCH, 1982; MARTIN, 1984; SUSSMAN, 1986; UEHARA, 1986]

4.7.4.1. DESCRIPTION:

Re-entry adjustment is after completion of studying or assignment in a foreign country, returning to the home country was measured using a Re-entry Shock Scale by Seiter and Waddell (1989). It measures Intercultural re-entry process, re-entry shock, locus of control, satisfaction and interpersonal uses of communication.The original form of RSS was compiled based on previous research (e.g., Church, 1982; Martin, 1984; Sussman, 1986; Uehara, 1986).

This scale consists of 16 items and measured using a 7-point Likert scale ranging from 1 (Strongly disagree) to 7 (Strongly agree). Sampled items for the Re-entry Shock Scale are: *Life was more exciting in the host culture*, and *when I returned home I felt depressed*.

4.7.4.2. MAIN DIMENSIONS ASSESSED:

Re-entry shock, locus of control.

4.7.4.3. RESPONSE MODE:

The response is recorded against seven modes of responses on a 7-point Likert scale, ranging from 1 (strongly disagree) to 7 (strongly agree). The subject is instructed to put a cross (X) mark against the answer, which is best suited for the subject.

4.7.4.4. SCORING METHOD:

The 7-point scale ranged from 1 (strongly disagree) to 7 (strongly agree); the mid-point value was 4 (neither agree nor disagree).

The Re-entry Shock Scale was scored by totaling the item scores and divided by 16, producing an index score 1-7.An index score of 7 indicated the participant was experiencing extreme

reverse culture shock and an index score of 1 suggested the participant was experiencing extreme reverse culture shock.

The higher the score obtained, the more difficult the participants interpreted the process of adaptation to be when returning to their home country, that is, the greater the sense of reverse culture shock.

4.7.4.5. RELIABILITY:

A coefficient of internal consistency in terms of Cronbach's alpha score of 0.830. The overall reliability, Cronbach's alpha score for the scale was 0.802 with the corrected item-total correlation between 0.271 and 0.570.

4.7.4.6. VALIDITY:

The validity will be checked with the present sample.

4.7.2.5. GLOBAL JOB EMBEDDEDNESS SCALE BY CROSSLEY, ET. AL. (2007)

4.7.5.1. DESCRIPTION:

Global Job Embeddedness Scale is constructed to reveal work and non-work factors together to explain the individual's reasons to embed in their current jobs or organizations.

This instrument consists of 7 items from the Global Job Embeddedness Scale with a single-dimension solution and rated on a 5-point Likert-type scale from 1 (strongly disagree) to 5 (strongly agree) encompassing how attached the employee is to the organization. Sampled items for the Global Job Embeddedness Scale are: *I feel attached to this organization*, and *I feel tied to this organization, it would be easy for me to leave this organization*.

4.7.5.2. MAIN DIMENSIONS ASSESSED:

Job Embeddedness.

4.7.5.3. RESPONSE MODE:

The response is recorded against five modes of responses on a 5-point Likert scale, ranging from 1 (strongly disagree) to 7 (strongly agree). The subject is instructed to put a cross (X) mark against the answer, which was best suited for the subject.

4.7.5.4. SCORING METHOD:

In order to create a continuous variable from the 7 item scale, each survey response was summed and averaged for an individual mean.

Likert scale ratings were reversed for the following questions:

- I feel attached to this organization.

Using an interval scale, the higher the results collected, the more embedded the employee is in the organization. Various scholars used this instrument in their studies to measure employee job embeddedness (Chen & Wen, 2016; Collins & Mossholder, 2014; Karatepe, 2016).

4.7.5.5. RELIABILITY:

The reliability, Cronbach's alpha score of the scales in this study was 0.853, [Internal consistency for the scale was fairly high (α = .869), therefore the scale is reliable] with the corrected item-total correlation between 0.372 and 0.733 and reliability of 0.94.

4.7.4.6.VALIDITY: Construct validity of 71.06%.

4.7.2.6. JOB SATISFACTION QUESTIONNAIRE BY ANDREWS & WITHEY (1976)

4.7.6.1. DESCRIPTION:

Job Satisfaction Questionnaire Scale measures the satisfaction level of employees using a 7-point Likert-type scale (1 = terrible, 2= unhappy, 3 = mostly dissatisfied, 4= mixed, 5= mostly satisfied, 6 = pleased, 7= delighted).

This instrument contains 5 questions, encompassing how the employee feels about co-workers, the job overall, work environment, specific work performed, available equipment, information, and human resources for job performance.

4.7.6.2. MAIN DIMENSIONS ASSESSED:

Job Satisfaction.

4.7.6.3. RESPONSE MODE:

The response is recorded against five modes of responses on a 5-point Likert scale, ranging from 1 (terrible) to 7 (delighted). The subject was instructed to put a cross (X) mark against the answer, which was best suited for the subject.

4.7.6.4. SCORING METHOD:

Using an interval scale, the higher the employee results for these questions, the stronger the job satisfaction level.

4.7.6.5. RELIABILITY:

The reliability, Cronbach's alpha score of the scales in this study was 0.83, [Internal consistency for the scale was fairly high (α = .80), therefore the scale is reliable] (Umans, Broberg, Schmidt, Nilsson, & Olsson, 2016).

4.7.6.6. VALIDITY:

The convergent validity of the scale (r = .70). (Harzer & Ruch, 2013).

4.8. DATA COLLECTION & STATISTICAL ANALYSIS:-

1. Collected data was tabulated in the excel sheet.
2. Both Descriptive and Inferential statistics were applied for analyzing the data. The data was analyzed using Descriptive statistics including mean and standard deviation, skewness and kurtosis also have applied.

   Inferential statistics – Analysis of Variance (ANOVA) and Pearson's Product Moment Correlation have been applied.
3. Then the data were fed into the computer for necessary statistical calculations by using SPSS.
4. The interviewed data was analyzed by Content Analysis.

Chapter – V

RESULTS

The results show a systematic analysis of the data obtained. There are five variables. These variables were first analyzed to determine the significant difference, if any, across the 2 groups of subjects (employees) who have returned after on-site exposure abroad and those who have not returned after on-site exposure in abroad group and gender-wise.

In this chapter, the five variables are abbreviated for the convenience of writing the result tables. Following is the list of abbreviation of variables.

1. **LS:** Life-Stages
2. **PI:** Professional-Identity
3. **RSS:** Re-entry / Reverse Shock Scale
4. **GJE:** Global Job Embeddedness
5. **JS:** Job-Satisfaction

Table - 5.1.: Describing Mean, Standard Deviation, Skewness, and Kurtosis values for Professional Identity Reverse Shock Scale, Global Job Embeddedness, and Job Satisfaction of both inter-group and intra-group of IT employees staying India and Outside India (N=130)

Variables	Mean	Std. Deviation	Skewness	Kurtosis
LS	2.5891	.8715	-.386	-.519
PI	15.2462	2.5520	-.235	.987
RSS	58.0231	12.1645	-.637	.282
GJE	22.0000	4.5546	-.669	1.723
JS	23.9462	4.6594	-.330	1.513

Table -5.1 shows the following results:

(i) The mean of all variables in ascending order – Re-entry shock, Job satisfaction, Job embeddedness, Professional identity, and Life-stages of subjects.

(ii) The skewness (lack of symmetry of normal curve i.e. mean values) value of Life-stages, Professional identity, and Job satisfaction predicts that the data are fairly symmetrical (-0.5 and 0.5). Whereas, the data of Re-entry shock and Job embeddedness are moderately skewed (-1 and -0.5 and 0.5 and 1).

(iii) The kurtosis (peakedness of normal curve i.e. mean values) value of Life-stages is less than zero (0), the distribution of data of this variable is light tails and is called a platykurtic distribution.

Professional identity and Re-entry shock both are showing close to zero (0), which may be assumed normal distribution. Job embeddedness and Job satisfaction both are revealing greater than zero (0), the distribution has a heavier tail and is called a leptokurtic distribution.

Table - 5.2.: Describing Percentage of Indian Male subjects Respondents according to their Length of duration in abroad (Expatriation Period) and their duration of length stay back in the home country (India) (Repatriation Period) (N=33)

WORKPLACE	No. of Respondents	0 to 6 months	7 to 12 months	13 and 24 months	More than 24 months	Not Responded
LENGTH OF STAY IN ABROAD	No. of Returnees	11	2	4	16	0
	% of Returnees	33.33333	6.060606	12.12121	48.48485	0
LENGTH OF STAY BACK IN THE HOME COUNTRY	No. of Returnees	7	3	1	19	3
	% of Returnees	21.2121212	9.09090909	3.03030303	57.5757576	9.09090909

Table -5.2 shows the following results:

(i) Male subjects who are working in India their longest repatriated period (as mentioned in the study 'More than 24 months' returnees were the highest through a quite good number of returnees have passed the longest expatriate periods in abroad. It can be inferred that if an individual adjust for a longer time in the home country, it may the returnees will adjust the re-entry shock.

Table - 5.3.: Describing Percentage of Male subjects Respondents according to their Length of duration in abroad (Expatriation Period) and their duration of length stay back in the home country (India) (Repatriation Period) staying Outside India (N=33)

WORKPLACE	No. of Respondents	0 to 6 months	7 to 12 months	13 and 24 months	More than 24 months	Not Responded
LENGTH OF STAY IN ABROAD	No. of Returnees	1	1	5	25	1
	% of Returnees	3.03030303	3.03030303	15.1515152	75.7575758	3.03030303
LENGTH OF STAY BACK IN THE HOME COUNTRY	No. of Returnees	9	15	1	6	9
	% of Returnees	45.45455	6.060606	3.03030303	18.18182	27.27273

Table -5.3. shows the following results:

(i) Male subjects who are working outside India their shortest repatriated period (as mentioned in the study '0 to 6 months) respondents were the and the highest returnees have passed the longest expatriate periods abroad. This table additionally reveals that the longer period expatriates stay abroad the reverse culture shock will be more and the returnee wants to go back abroad for employment.

Table - 5.4.: Describing Percentage of Indian Female Returnees according to their Length of duration in abroad (Expatriation Period) and their duration of length stay back in the home country (India) (Repatriation Period) (N=33)

WORKPLACE	No. of Respondents	0 to 6 months	7 to 12 months	13 and 24 months	More than 24 months	Not Responded
LENGTH OF STAY IN ABROAD	No. of Returnees	8	4	1	20	0
	% of Returnees	24.24242	12.12121	3.030303	60.60606	0
LENGTH OF STAY BACK IN THE HOME COUNTRY	No. of Returnees	10	3	2	17	1
	% of Returnees	30.30303	9.090909	6.060606	51.51515	3.030303

Table -5.4 shows the following results:

(i) In the case of Indian female returnees both the highest category respondents were the maximum. They have adjusted their ‘reverse culture shock' by accommodating for a longer period.

Table - 5.5.: Describing Percentage of Female Returnees according to their Length of duration in abroad (Expatriation Period) and their duration of length stay back in the home country (India) (Repatriation Period) staying Outside India (N=31)

WORKPLACE	No. of Respondents	0 to 6 months	7 to 12 months	13 and 24 months	More than 24 months	Not Responded
LENGTH OF STAY IN ABROAD	No. of Returnees	2	0	9	20	0
	% of Returnees	6.451613	0	29.03226	64.51613	0
LENGTH OF STAY BACK IN THE HOME COUNTRY	No. of Returnees	16	2	2	6	5
	% of Returnees	51.6129	6.451613	6.451613	19.35484	16.12903

Table -5.5 shows the following results:

(i) Female working in outside India stayed their shortest repatriated period (as mentioned in the study '0 to 6 months) and returnees have stayed the longest expatriate periods abroad. This table additionally reveals that the longer period expatriates stay in abroad the reverse culture shock will be more and the returnee wants to go back in abroad for employment.

Table - 5.6.: Describing the Percentage of Male Returnees according to their Social Status (N=66)

WORKPLACE	SOCIAL STATUS		
	No. of Respondents	SINGLE	MARRIED
OUTSIDE INDIA (N =33)	No. of Returnees	3	30
	% of Returnees	9.090909091	90.90909091
WITHIN INDIA (N =33)	No. of Returnees	7	26
	% of Returnees	21.21212121	78.78787879

Table -5.6. Shows the following results:

(i) Male returnees were happily married, in the case of those are working overseas (1:10). In contrast to male returnees are working in India (3:11.33).

Table - 5.7.: Describing the Percentage of Female Returnees according to their Social Status (N=64)

	SOCIAL STATUS		
WORKPLACE	**No. of Respondents**	**SINGLE**	**MARRIED**
OUTSIDE INDIA (N =31)	**No. of Returnees**	7	24
	% of Returnees	22.58065	77.41935
WITHIN INDIA (N =33)	**No. of Returnees**	15	18
	% of Returnees	45.45455	54.54545

Table -5.7. Shows the following results:

(i) The picture for female returnees. Female working outside India (1:3.43) and who are working in India (5:6).

Table - 5.8.: Describing the Percentage of Male Returnees according to theirTotal Work Experiences (N=66)

WORKPLACE	TOTAL WORK EXPERIENCES (YEARS)					
	No. of Respondents	**1 -3 years**	**3 to 5 years**	**5 to 7 years**	**7 to 9 years**	**More than 9 years**
OUTSIDE INDIA (N =33)	**No. of Returnees**	0	0	2	1	30
	% of Returnees	0	0	6.060606	3.030303	90.90909
WITHIN INDIA (N =33)	**No. of Returnees**	0	1	2	7	23
	% of Returnees	0	3.030303	6.060606	21.21212	69.69697

Table -5.8. Shows the following results:

(i) Male returnees for both the group have their highest category of work experiences. But returnees are working abroad have been more in number than returnees are working in India (home country). Hence greater their work experiences greater they would like to achieve.

Table - 5.9.: Describing the Percentage of Female Returnees according to their Total Work Experiences (N=64)

WORKPLACE	TOTAL WORK EXPERIENCES (YEAR)					
	No. of Respondents	**1 -3 years**	**3 to 5 years**	**5 to 7 years**	**7 to 9 years**	**More than 9 years**
OUTSIDE INDIA (N =31)	**No. of Returnees**	0	2	7	9	13
	% of Returnees	0	6.451613	22.58065	29.03226	41.93548
WITHIN INDIA (N =33)	**No. of Returnees**	0	8	7	13	5
	% of Returnees	0	24.24242	21.21212	39.39394	15.15152

Table -5.9. Shows the following results:

(i) Female returnees who are working abroad have the highest category of work experiences than returnees who are working in the home country (India), in contrast. So greater their work experience greater they want to achieve.

5.10.: Describing the Percentage of Male Returnees according to their Educational Qualification (N=66)

WORKPLACE	EDUCATIONAL QUALIFICATION					
	No. of Respondents	**Master's Degree (M.Tech /M.S.)**	**MBA**	**Doctor's of Philosophy (Ph. D.)**	**Post Doctor's Degree**	**Other**
OUTSIDE INDIA (N =33)	**No. of Returnees**	10	5	0	0	16
	% of Returnees	30.30303	15.15152	0	0	48.48485
WITHIN INDIA (N =33)	**No. of Returnees**	11	7	3	1	11
	% of Returnees	33.33333	21.21212	9.090909	3.030303	33.33333

Table -5.10. Shows the following results:

(i) In the case of IT professionals, Indian male is more conscious about their degree in contrast to the other.

5.11.: Describing the Percentage of Female Returnees according to their Educational Qualification (N=64)

WORKPLACE	EDUCATIONAL QUALIFICATION					
	No. of Respondents	**Master's Degree (M.Tech /M.S.)**	**MBA**	**Doctor's of Philosophy (Ph. D.)**	**Post Doctor's Degree**	**Other**
OUTSIDE INDIA (N =31)	**No. of Returnees**	11	4	5	2	9
	% of Returnees	35.48387	12.90323	16.12903	6.451613	29.03226
WITHIN INDIA (N =33)	**No. of Returnees**	13	5	2	6	7
	% of Returnees	39.39394	15.15152	6.060606	18.18182	21.21212

Table -5.11. Shows the following results:

(i) In the case of female IT professionals, both are almost equal. Female IT professionals are more degree seeker than men. Since Indians are more prone to achieve their degree.

Table – 5.12.: Describing Mean and standard deviation values for Professional Identity, Reverse Shock Scale, Global Job Embeddedness, and Job Satisfaction concerning different age groups of young, middle and elderly IT employees

Variables	25 and 34 yrs (N= 19)		35 and 44 yrs (N= 32)		45 and 54 yrs (N= 64)		55 and 64 yrs (N= 15)	
	Mean	SD	Mean	SD	Mean	SD	Mean	SD
PI	15.7368	3.8707	17.3438	6.0727	15.6563	2.9017	17.7333	4.5898
RSS	59.7895	13.5219	59.3438	13.2995	57.4062	11.5067	57.3333	10.1747
GJE	22.1053	3.6346	22.2813	5.9037	21.9062	4.2900	22.2000	3.7264
JS	21.2105	5.2023	23.3437	5.5160	25.0000	3.8791	24.6000	3.6214

Table -5.12 shows the following results:

(i) Professional identity and job satisfaction increased with the age of the returnees whereas, re-entry shock decreased with the returnees' age. Somehow it may seem that job embeddedness is not static with their age.

Table– 5.13. :Describing Mean and standard deviation values for Professional Identity, Reverse Shock Scale, Global Job Embeddedness, and Job Satisfaction concerning settlement in their workplace i.e. outside India (N = 64) and within Indian (N = 66) IT employees.

Variables	WITHIN INDIA (N= 66)		OUTSIDE INDIA (N= 64)	
	Mean	SD	Mean	SD
PI	15.1970	2.5853	15.2969	2.5366
RSS	56.2121	12.5005	59.8906	11.6102
GJE	22.9697	4.1249	21.0000	4.7875
JS	23.8485	4.4280	24.0469	4.9198

Table -5.13. Shows the following results:

(i) Professional identity, re-entry shock, and job satisfaction are higher in the case of returnees from outside India than Indian returnees. Whereas, job embeddedness is higher in Indian IT professionals returnees than later.

Table - 5.14.: Describing Mean and standard deviation values for Professional Identity, Reverse Shock Scale, Global Job Embeddedness, and Job Satisfaction concerning the gender of IT employees.

Variables	MALE (N= 66)		FEMALE (N= 64)	
	Mean	SD	Mean	SD
PI	15.1364	2.3527	15.3594	2.7566
RSS	56.2879	12.1133	59.8125	12.0500
GJE	21.8788	4.1677	22.1250	4.9522
JS	24.3485	4.5826	23.5313	4.7375

Table -5.14. Shows the following results:

(i) Professional identity re-entry shock and job embeddedness are higher in the case of female returnees than male respondents. Whereas, job satisfaction is higher in male IT professionals respondents than later.

Table - 5.15.: Describing Mean and standard deviation values for Professional Identity, Reverse Shock Scale, Global Job Embeddedness, and Job Satisfaction concerning male (N = 33) and female (N = 33) IT employees settled in India.

Variables	MALE (N= 33)		FEMALE (N= 33)	
	Mean	SD	Mean	SD
PI	15.0909	2.0519	15.3030	3.0566
RSS	53.8788	12.2901	58.5455	12.4551
GJE	22.4242	3.7503	23.5152	4.4590
JS	23.6061	5.0121	24.0909	3.8191

Table -5.15. Shows the following results:

(i) In the case of Indian IT professionals' Professional identity re-entry shock, job embeddedness, and job satisfaction is higher in the case of female returnees' than male returnees.

Table - 5.16.: Describing Mean and standard deviation values for Professional Identity, Reverse Shock Scale, Global Job Embeddedness, and Job Satisfaction concerning male (N = 33)and female (N = 33) IT employees settled outside India

Variables	MALE (N= 33)		FEMALE (N= 31)	
	Mean	SD	Mean	SD
PI	15.1818	2.6511	15.4194	2.4464
RSS	58.6970	11.6203	61.1613	11.6536
GJE	21.3333	4.5392	20.6452	5.0895
JS	25.0909	4.0494	22.9355	5.5554

Table -5.16. Shows the following results:

(i) In the case of IT professionals working outside India Professional identity and re-entry shock is higher in the case of female respondents than male respondents. Whereas, job embeddedness and job satisfaction are higher in male respondents.

Table -5.17.: Summary of Analysis of Variance of Re-entry Shock, Global Job Embeddedness, and Job Satisfaction Gender Wise (N =130)

		Sum of Squares	df	Mean Square	F	Sig.
RSS	**Between Groups**	403.650	1	403.650	2.765	.099
	Within Groups	18685.280	128	145.979		
	Total	19088.931	129			
GJE	**Between Groups**	1.970	1	1.970	.094	.759
	Within Groups	2674.030	128	20.891		
	Total	2676.000	129			
JS	**Between Groups**	21.701	1	21.701	1.000	.319
	Within Groups	2778.922	128	21.710		
	Total	2800.623	129			

Table -5.17. Shows the following results:

There is no significant mean difference between two intra-group samples i.e. between both the gender those who have returned to the home country after the completion of on-site assignment and those have not return to the home country after the completion of on-site assignment among the job embeddedness, job satisfaction, and difficulty in re-entry adjustment that will be mediated by perceived professional identity and life stages.

Table- 5.18.: Summary of Analysis of Variance of Re-entry Shock, Global Job Embeddedness, and Job Satisfaction Gender Wise for Indian IT Employees

		Sum of Squares	df	Mean Square	F	Sig.
RSS	**Between Groups**	359.333	1	359.333	2.347	.130
	Within Groups	9797.697	64	153.089		
	Total	10157.030	65			
GJE	**Between Groups**	19.636	1	19.636	1.157	.286
	Within Groups	1086.303	64	16.973		
	Total	1105.939	65			
JS	**Between Groups**	3.879	1	3.879	.195	.660
	Within Groups	1270.606	64	19.853		
	Total	1274.485	65			

Table -5.18. Shows the following results:

There is no significant mean difference between two intra-group samples i.e. between both the gender those who have returned to the home country after the completion of the on-site assignment i.e. who have successfully repatriated among the job embeddedness, job satisfaction, and difficulty in re-entry adjustment that will be mediated by perceived professional identity and life stages.

Table -5.19.: Summary of Analysis of Variance of Re-entry Shock, Global Job Embeddedness, and Job Satisfaction Gender Wise for IT Employees Settled Outside India

		Sum of Squares	df	Mean Square	F	Sig.
RSS	**Between Groups**	97.071	1	97.071	.717	.400
	Within Groups	8395.163	62	135.406		
	Total	8492.234	63			
GJE	**Between Groups**	7.570	1	7.570	.327	.570
	Within Groups	1436.430	62	23.168		
	Total	1444.000	63			
JS	**Between Groups**	74.261	1	74.261	3.174	.080
	Within Groups	1450.598	62	23.397		
	Total	1524.859	63			

Table -5.19.Shows the following results:

There is no significant mean difference between two intra-group samples i.e. between both the gender those who have not return to the home country after the completion of on-site assignment i.e. who have not successfully repatriated among the job embeddedness, job satisfaction, and difficulty in re-entry adjustment that will be mediated by perceived professional identity and life stages.

Table -5.20.: Summary of Analysis of Variance of Re-entry Shock, Global Job Embeddedness, and Job Satisfaction Settlement of Workplace of IT Employees Wise

		Sum of Squares	df	Mean Square	F	Sig.
RSS	**Between Groups**	439.666	1	439.666	3.018	.085
	Within Groups	18649.265	128	145.697		
	Total	19088.931	129			
GJE	**Between Groups**	126.061	1	126.061	6.328	**.013***
	Within Groups	2549.939	128	19.921		
	Total	2676.000	129			
JS	**Between Groups**	1.279	1	1.279	.058	.809
	Within Groups	2799.344	128	21.870		
	Total	2800.623	129			

***F <0.05** is considered significant

Table -5.20. Shows the following results:

The mean difference has been found to be significant (at 0.05 level of significance) between two inter-group samples i.e. the IT Employees of the settlement of workplace wise two groups i.e. those who have returned to the home country after the completion of on-site assignment and those have not returned to the home country after the completion of on-site assignment with regard to global job embeddedness.

Table – 5.21.: Summary of Analysis of Variance of Re-entry Shock, Global Job Embeddedness, and Job Satisfaction Settlement of Workplace Wise for Male IT Employees

		Sum of Squares	df	Mean Square	F	Sig.
RSS	**Between Groups**	383.045	1	383.045	2.678	.107
	Within Groups	9154.485	64	143.039		
	Total	9537.530	65			
GJE	**Between Groups**	19.636	1	19.636	1.133	.291
	Within Groups	1109.394	64	17.334		
	Total	1129.030	65			
JS	**Between Groups**	36.379	1	36.379	1.752	.190
	Within Groups	1328.606	64	20.759		
	Total	1364.985	65			

Table -5.21. Shows the following results:

There will be no significant mean difference between the two inter-group male samples i.e. male IT Employees of both the group those who have returned to the home country after the completion of the on-site assignment and those have not returned to the home country after the completion of on-site assignment about global job embeddedness.

Table – 5.22.: Summary of Analysis of Variance of Re-entry Shock, Global Job Embeddedness, and Job Satisfaction Settlement of Workplace Wise for Female IT Employees

		Sum of Squares	df	Mean Square	F	Sig.
RSS	**Between Groups**	109.375	1	109.375	.750	.390
	Within Groups	9038.375	62	145.780		
	Total	9147.750	63			
GJE	**Between Groups**	131.661	1	131.661	5.776	**.019***
	Within Groups	1413.339	62	22.796		
	Total	1545.000	63			
JS	**Between Groups**	21.339	1	21.339	.950	.333
	Within Groups	1392.598	62	22.461		
	Total	1413.938	63			

***F <0.05** is considered significant

Table -5.22. Shows the following results:

The mean difference has been found to be significant (at 0.05 level of significance) between the two inter-group female samples i.e. female IT Employees of both the group those who have returned to the home country after the completion of on-site assignment and those have not returned to the home country after the completion of on-site assignment with regard to global job embeddedness.

Correlations among the Variables under Study

Table – 5.23.: Describing the correlations of Professional Identity and RSS, GJE & JS (N=130)

		PI	RSS	JE	JS
PI	**Pearson Correlation**	1.000	.068	.331**	.146
	Sig. (2-tailed)	.	.442	.000	.098
RSS	**Pearson Correlation**	.068	1.000	.193*	.014
	Sig. (2-tailed)	.442	.	.028	.871
JE	**Pearson Correlation**	.331**	.193*	1.000	.199*
	Sig. (2-tailed)	.000	.028	.	.023
JS	**Pearson Correlation**	.146	.014	.199*	1.000
	Sig. (2-tailed)	.098	.871	.023	.

** *Correlation is significant at the 0.01 level (2-tailed).*

* *Correlation is significant at the 0.05 level (2-tailed).*

Table -5.23. Shows the following results:

By deploying Pearson's Product – Moment Correlation it has been found that job embeddedness are positively and significantly but correlated with professional identity [.331 (at 0.01 level)], re-entry shock is positively and significantly correlated with job embeddedness [0.193 (at 0.05 level)], and job embeddedness is with job satisfaction [0.199 (at 0.05 level)]. All the correlations are very weak.

Table – 5.24.: Describing the correlations of Professional Identity and RSS, GJE & JS of IT Employees Settled in India (N=66)

		PI	RSS	JE	JS
PI	**Pearson Correlation**	1.000	.176	.217	.253*****
	Sig. (2-tailed)	.	.158	.080	.041
RSS	**Pearson Correlation**	.176	1.000	.303*****	.079
	Sig. (2-tailed)	.158	.	.013	.529
JE	**Pearson Correlation**	.217	.303*****	1.000	.532******
	Sig. (2-tailed)	.080	.013	.	.000
JS	**Pearson Correlation**	.253*****	.079	.532******	1.000
	Sig. (2-tailed)	.041	.529	.000	.

*** Correlation is significant at the 0.01 level (2-tailed).*

** Correlation is significant at the 0.05 level (2-tailed).*

Table -5.24. Shows the following results:

There is a significant positive correlation between professional identity and job satisfaction [0.253 (at 0.05 level)] re-entry shock is positively and significantly correlated with job embeddedness [0.303 (at 0.05 level)] and job embeddedness is positively and significantly correlated with job satisfaction [0.532 (at 0.01 level)]. Except for the correlation between job embeddedness and job satisfaction (strong correlation = 0.532) other two have a weak correlation of IT employees who have settled in India i.e. the group those who have returned to the home country after the completion of the on-site assignment.

Table – 5.25.: Describing the correlations of Professional Identity and RSS, GJE & JS of Female IT Employees Settled in India (N=33)

		PI	RSS	JE	JS
PI	Pearson Correlation	1.000	.289	.252	.204
	Sig. (2-tailed)	.	.103	.157	.256
RSS	Pearson Correlation	.289	1.000	.531**	.214
	Sig. (2-tailed)	.103	.	.001	.232
JE	Pearson Correlation	.252	.531**	1.000	.606**
	Sig. (2-tailed)	.157	.001	.	.000
JS	Pearson Correlation	.204	.214	.606**	1.000
	Sig. (2-tailed)	.256	.232	.000	.

*** Correlation is significant at the 0.01 level (2-tailed).*

Table -5.25. Shows the following results:

There is significant positive and strong correlation between re-entry shock and global job embeddedness [0.531 (at 0.01 level)] and significant positive and strong correlation between global job embeddedness and job satisfaction [0.606 (at 0.01 level)] of female IT employees who have settled in India i.e. the group those who have returned to the home country after the completion of on-site assignment.

Table – 5.26.: Describing the correlations of Professional Identity and RSS, GJE & JS of Male IT Employees Settled in India (N=33)

		PI	RSS	JE	JS
PI	**Pearson Correlation**	1.000	.002	.149	.335
	Sig. (2-tailed)	.	.993	.407	.057
RSS	**Pearson Correlation**	.002	1.000	-.008	-.040
	Sig. (2-tailed)	.993	.	.966	.826
JE	**Pearson Correlation**	.149	-.008	1.000	.486**
	Sig. (2-tailed)	.407	.966	.	.004
JS	**Pearson Correlation**	.335	-.040	.486**	1.000
	Sig. (2-tailed)	.057	.826	.004	.

*** Correlation is significant at the 0.01 level (2-tailed).*

Table -5.26. Shows the following results:

There is a significant positive correlation between job embeddedness and job satisfaction [0.486 (at 0.01 level)] of male IT employees who have settled in India i.e. the group those who have returned to the home country after the completion of the on-site assignment.

Table – 5.27.: Describing the correlations of Professional Identity and RSS, GJE & JS of IT Employees Settled in Outside India (N=64)

		PI	RSS	JE	JS
PI	**Pearson Correlation**	1.000	-.059	.461**	.045
	Sig. (2-tailed)	.	.645	.000	.726
RSS	**Pearson Correlation**	-.059	1.000	.171	-.056
	Sig. (2-tailed)	.645	.	.176	.658
JE	**Pearson Correlation**	.461**	.171	1.000	-.051
	Sig. (2-tailed)	.000	.176	.	.692
JS	**Pearson Correlation**	.045	-.056	-.051	1.000
	Sig. (2-tailed)	.726	.658	.692	.

** *Correlation is significant at the 0.01 level (2-tailed).*

Table -5.27. Shows the following results:

There is a significant positive correlation between professional identity and job embeddedness [0.461 (at 0.01 level)] of IT employees who have settled outside India i.e. the group those who have not returned to the home country after the completion of the on-site assignment.

Table – 5.28.: Describing the correlations of Professional Identity and RSS, GJE & JS of Female IT Employees Settled outside India (N=31)

		PI	RSS	JE	JS
PI	**Pearson Correlation**	1.000	.105	.513**	-.162
	Sig. (2-tailed)	.	.574	.003	.383
RSS	**Pearson Correlation**	.105	1.000	.087	-.091
	Sig. (2-tailed)	.574	.	.642	.626
JE	**Pearson Correlation**	.513**	.087	1.000	-.423*
	Sig. (2-tailed)	.003	.642	.	.018
JS	**Pearson Correlation**	-.162	-.091	-.423*	1.000
	Sig. (2-tailed)	.383	.626	.018	.

** *Correlation is significant at the 0.01 level (2-tailed).*

* *Correlation is significant at the 0.05 level (2-tailed).*

Table -5.28. Shows the following results:

There is a significant positive and strong correlation between professional identity and job embeddedness [0.513 (at 0.01 level)]; and significant negative correlation between job embeddedness and job satisfaction [-0.423 (at 0.05 level)] of female IT employees who have settled outside India i.e. the group those who have not returned to the home country after the completion of on-site assignment.

Table – 5.29.: Describing the correlations of Professional Identity and RSS, GJE & JS of Male IT Employees Settled outside India (N=33)

		PI	RSS	JE	JS
PI	**Pearson Correlation**	1.000	-.211	.426*****	.319
	Sig. (2-tailed)	.	.238	.013	.071
RSS	**Pearson Correlation**	-.211	1.000	.280	.039
	Sig. (2-tailed)	.238	.	.115	.829
JE	**Pearson Correlation**	.426*****	.280	1.000	.442*****
	Sig. (2-tailed)	.013	.115	.	.010
JS	**Pearson Correlation**	.319	.039	.442*****	1.000
	Sig. (2-tailed)	.071	.829	.010	.

****** *Correlation is significant at the 0.05 level (2-tailed).*

Table -5.29. Shows the following results:

There is a significant positive correlation between professional identity and job embeddedness [0.426 (at 0.05 level)]; and significant positive correlation between job embeddedness and job satisfaction [0.442 (at 0.05 level)] of male IT employees who have settled outside India i.e. the group those who have not returned to the home country after the completion of on-site assignment.

Table – 5.30.: Describing the correlations of Professional Identity and RSS, GJE & JS of Female IT Employees (N=64)

		PI	RSS	JE	JS
PI	**Pearson Correlation**	1.000	.213	.344**	.009
	Sig. (2-tailed)	.	.091	.005	.941
RSS	**Pearson Correlation**	.213	1.000	.260*	.028
	Sig. (2-tailed)	.091	.	.038	.827
JE	**Pearson Correlation**	.344**	.260*	1.000	.017
	Sig. (2-tailed)	.005	.038	.	.896
JS	**Pearson Correlation**	.009	.028	.017	1.000
	Sig. (2-tailed)	.941	.827	.896	.

******** *Correlation is significant at the 0.01 level (2-tailed).*

******* *Correlation is significant at the 0.05 level (2-tailed).*

Table -5.30. Shows the following results:

There is a significant positive and weak correlation between professional identity and job embeddedness [0.344 (at 0.01 level)]; significant positive and extremely weak correlation between re-entry shock and job embeddedness [0.260 (at 0.05 level)] of female IT employees.

Table – 5.31.: Describing the correlations of Professional Identity and RSS, GJE & JS of Male IT Employees (N=66)

		PI	RSS	JE	JS
PI	**Pearson Correlation**	1.000	-.108	.312*****	.317******
	Sig. (2-tailed)	.	.389	.011	.010
RSS	**Pearson Correlation**	-.108	1.000	.114	.027
	Sig. (2-tailed)	.389	.	.362	.828
JE	**Pearson Correlation**	.312*****	.114	1.000	.424*****
	Sig. (2-tailed)	.011	.362	.	.000
JS	**Pearson Correlation**	.317******	.027	.424*****	1.000
	Sig. (2-tailed)	.010	.828	.000	.

***** *Correlation is significant at the 0.05 level (2-tailed).*

****** *Correlation is significant at the 0.01 level (2-tailed).*

Table -5.31. Shows the following results:

There is a significant positive correlation between professional identity and job embeddedness [0.312(at 0.05 level)]; and significant positive correlation between professional identity and job satisfaction [0.317 (at 0.01 level)] and significant positive correlation between job embeddedness and job satisfaction [0.424 (at 0.05 level)] of female IT employees.

RESULTS OF SEMI-OPEN ENDED QUESTIONNAIRE – EMPLOYEE REVIEW

(QUALITATIVE METHOD – CONTENT ANALYSIS)

Table – 5.32.: Responses of IT Returnees of - What are the antecedents of staying back?(N =130)

	Item	No. of Responses	% of Responses
1.	International exposure	48	36.923077
2.	Job-related knowledge	17	13.076923
3.	The economic condition of the home country	15	11.53846
4.	Self-efficacy	14	10.769231
5.	Employee perceived him/her – self as a globalized individual	13	10
6.	Willingness to take risk	13	10
7.	Life-stages of employee	6	4.615395
8.	Others	4	3.076923
	Total	**130**	

Table – 5.33.: Self-efficacy of IT Returnees (N =14)

	Item	No. of Responses	% of Responses
1.	Performance / Mastery Experience	12	85.7142857142857
2.	Vicarious Performance	1	7.14285714285714
3.	Verbal Persuasion	1	7.14285714285714
4.	Imaginal Performance	0	0
5.	The affective States &Physical Sensations	0	0
	Total	**14**	

Table – 5.34.: Others Responses given by IT Returnees (N =4)

	Item	No. of Responses	% of Responses
1.	Better opportunities	2	50
2.	Long working hour	1	25
3.	No freedom to change domain of work	1	25
	Total	**4**	

Table – 5.35.: Responses of IT Returnees of - What are the interventions organizations are doing to prevent this? (N =130)

	Item	No. of Responses	% of Responses
1.	Financial	17	13.07692308
2.	Opportunities	8	6.153846154
3.	Rotation Policy - Exposure to foreign on-site assignments	8	6.153846154
4.	Social System	4	3.076923077
5.	Promotion Policy	4	3.076923077
6.	Perks	4	3.076923077
7.	Engaged in the decision-making process, thus would feel valued, respected, and recognized	4	3.076923077
8.	Employee engagement	3	2.307692308
9.	A good globally accepted working ambiance irrespective of country or city.	3	2.307692308
10.	Motivation	2	1.538461538
11.	Better working conditions	2	1.538461538
12.	Work-life balance	2	1.538461538
13.	Offer better roles and responsibilities	2	1.538461538
14.	Education facilities	1	0.7692307692
15.	To make globalized organization	1	0.7692307692
16.	Happy	1	0.7692307692

17.	Enable work from home	1	0.7692307692
18.	Skill Up gradation	1	0.7692307692
19.	Upgrading infrastructure, creating opportunities for invention with new technologies and giving scope for, etc.	1	0.7692307692
20.	Workplace harmony	1	0.7692307692
21.	Travel leave	1	0.7692307692
22.	basic global certification program as the scale measurement of the organization	1	0.7692307692
23.	Increased Learning Curve	1	0.7692307692
24.	Automation	1	0.7692307692
25.	Family accommodation	1	0.7692307692
26.	Freelancing job	1	0.7692307692
27.	Career development	1	0.7692307692
28.	New challenging job roles	1	0.7692307692
29.	Employees are not willing to share or they remarked their organizations do not have as such policies or they vaguely mentioned that there may be many of such policies	52	40
	Total		

Table – 5.36.: Responses of HR Professional of IT Firms in India - What are the Antecedents of Staying Back? (N =10)

	Item	No. of Responses	% of Responses
1.	Job-related knowledge.	4	40
2.	International exposure.	3	30
3.	The economic condition of the home country.	3	30
4.	Life-stages of the employee.	0	0
5.	Employees perceived him/her – self as a globalized individual.	0	0
6.	Willingness to take the risk.	0	0
7.	Self-efficacy.	0	0
8.	Others:	0	0
	Total	**10**	

Table – 5.37.: Others Responses given by HR Professionals of IT Firms in India (N =2)

	Item	No. of Responses	% of Responses
1.	Indian IT job market is filled up with 'qualified 'but not skilled candidates who are looking for opportunities but unfortunately they are limited in our country.	1	50
2.	An unequal ratio between the demand for jobs and job creation, where the latter is lower than the earlier	1	50
	Total	**2**	

Table – 5.38.: Responses of HR Professional of IT Firms in India - What are the interventions organizations are doing to prevent this? (N =10)

	Item	No. of Responses	% of Responses
1.	Opportunities	1	10
2.	Extending the support	1	10
3.	Better environment	1	10
4.	Learning opportunity	1	10
5.	Motivation in terms of rational and creative thinking	1	10
6.	Leadership	1	10
7.	Knowledge Management through relevant training through classroom or online programs	1	10
8.	Government focuses less on inviting MNCs to invest in India and more into creating indigenization of jobs.	1	10
9.	Better work-life balance	1	10
10.	Good pay package with other facilities	1	10
	Total	**10**	

Figure – 5.1.: Bar chart showing the Mean scores, Standard Deviation, Skewness, and Kurtosis values of Professional Identity, Reverse Shock Scale, Global Job Embeddedness, and Job Satisfaction with respect to different Male and Female of different age groups IT employees staying India and Outside India (N=130)

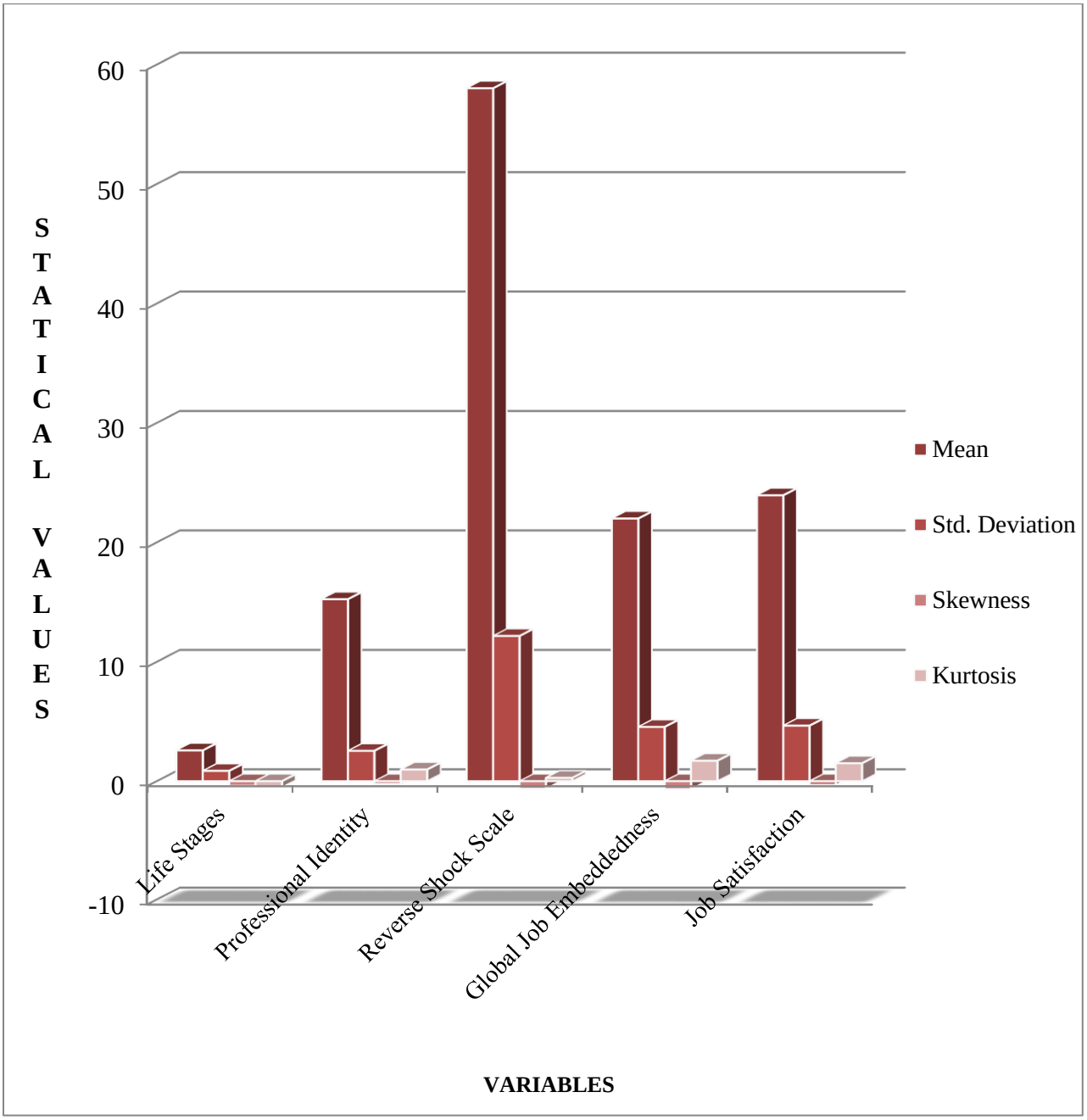


Figure – 5.2.: Bar chart showing the Indian Male Returnees according to their Length of duration in abroad (Expatriation Period) and their duration of length stay back in the home country (India) (Repatriation Period) (N=33)

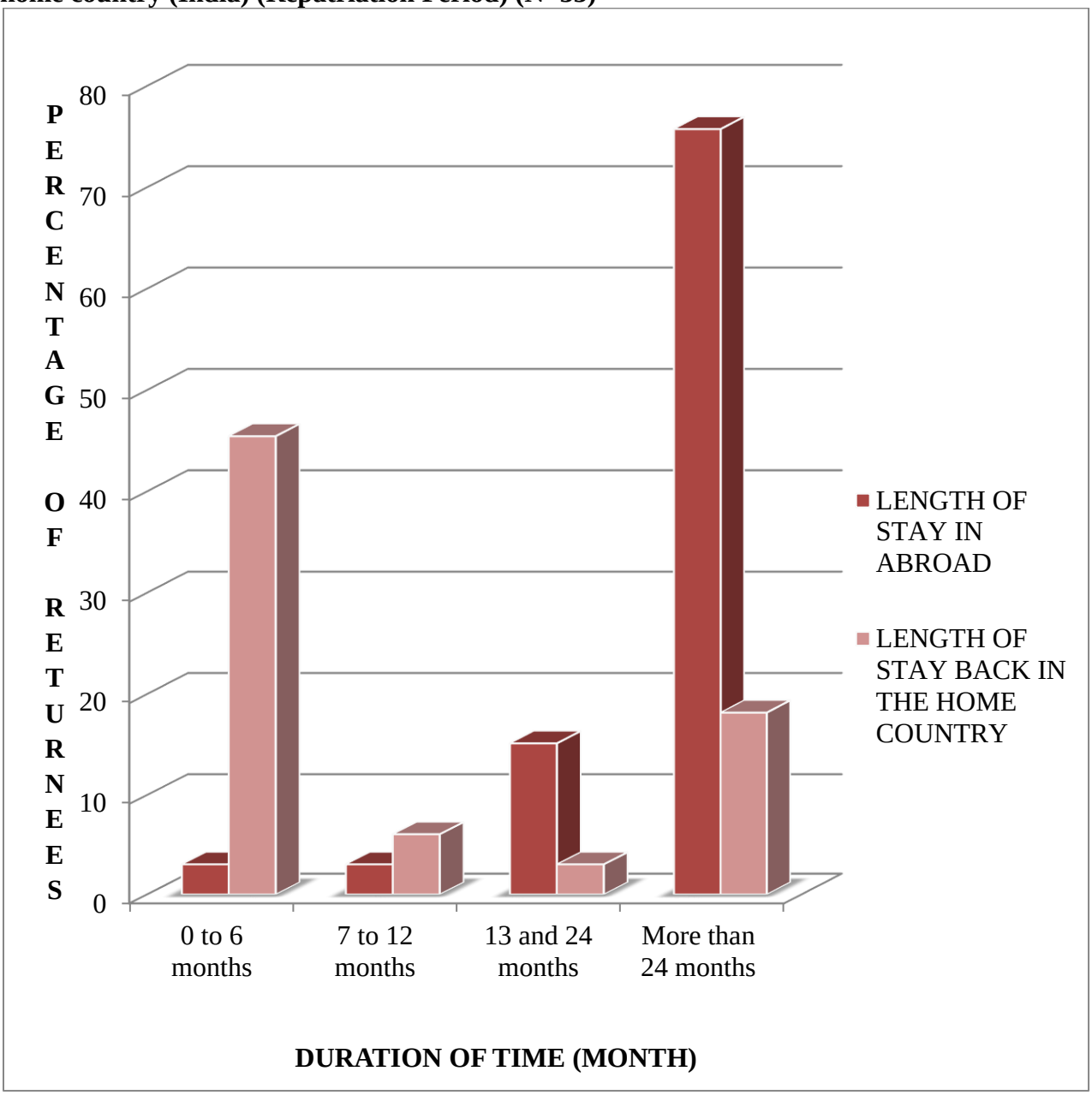


Figure – 5.3.: Bar chart showing the Male Returnees according to their Length of duration in abroad (Expatriation Period) and their duration of length stay back in the home country (India) (Repatriation Period) staying Outside India (N=33)

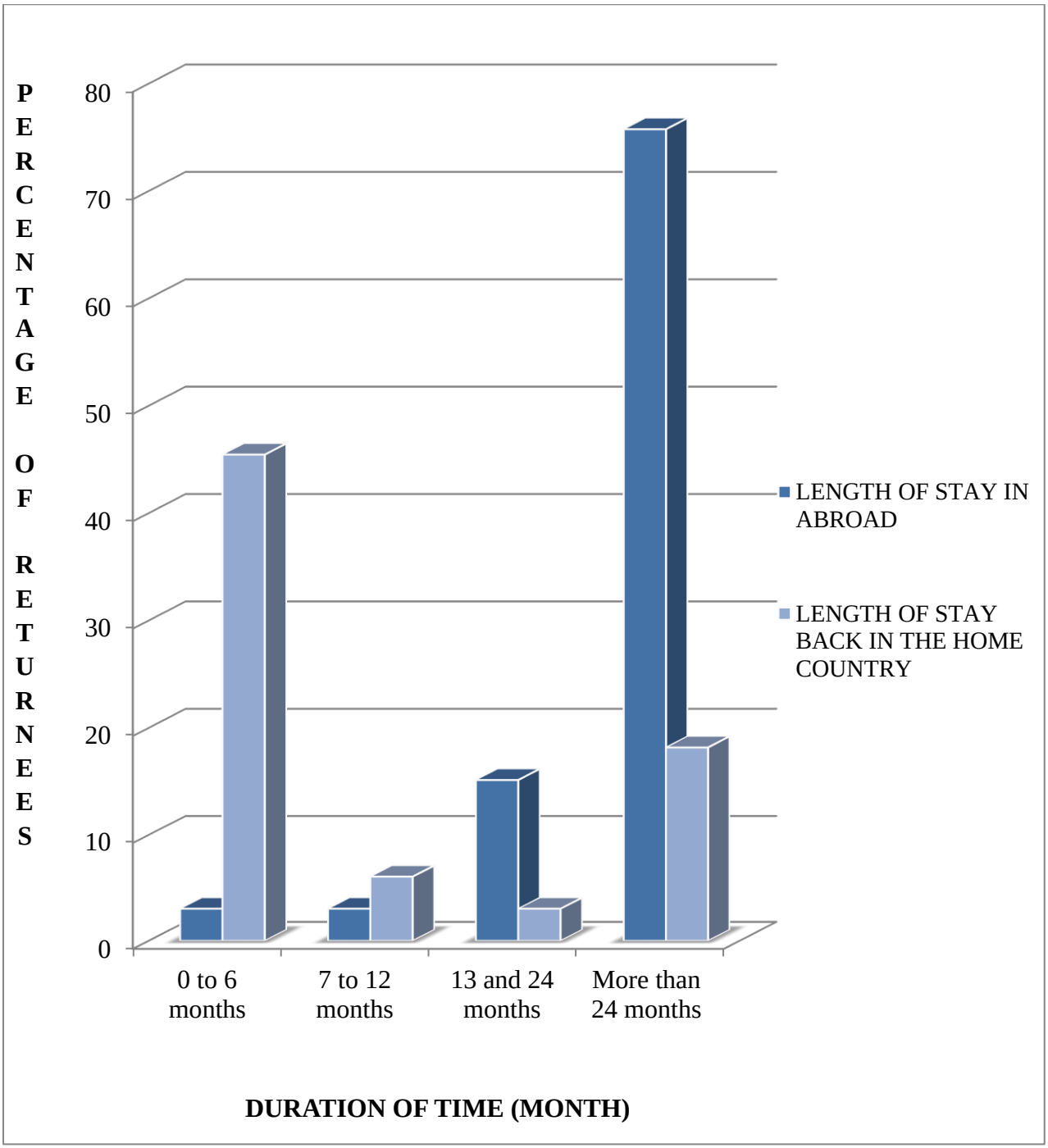


Figure – 5.4.: Bar chart showing the Indian Female Returnees according to their Length of duration in abroad (Expatriation Period) and their duration of length stay back in the home country (India) (Repatriation Period) (N=33)

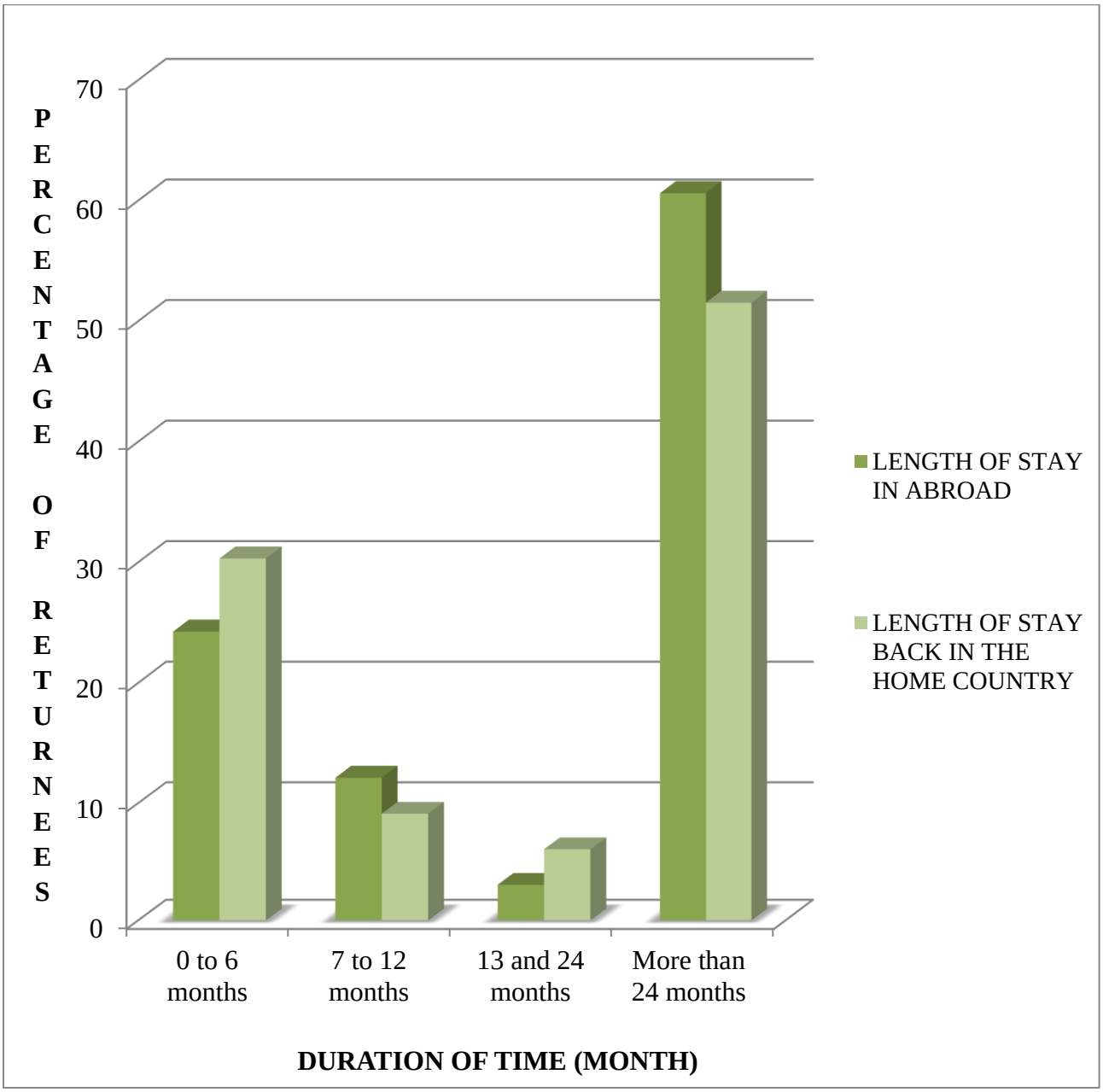


Figure – 5.5.: Bar chart showing the Female Returnees according to their Length of duration in abroad (Expatriation Period) and their duration of length stay back in the home country (India) (Repatriation Period) staying Outside India (N=31)

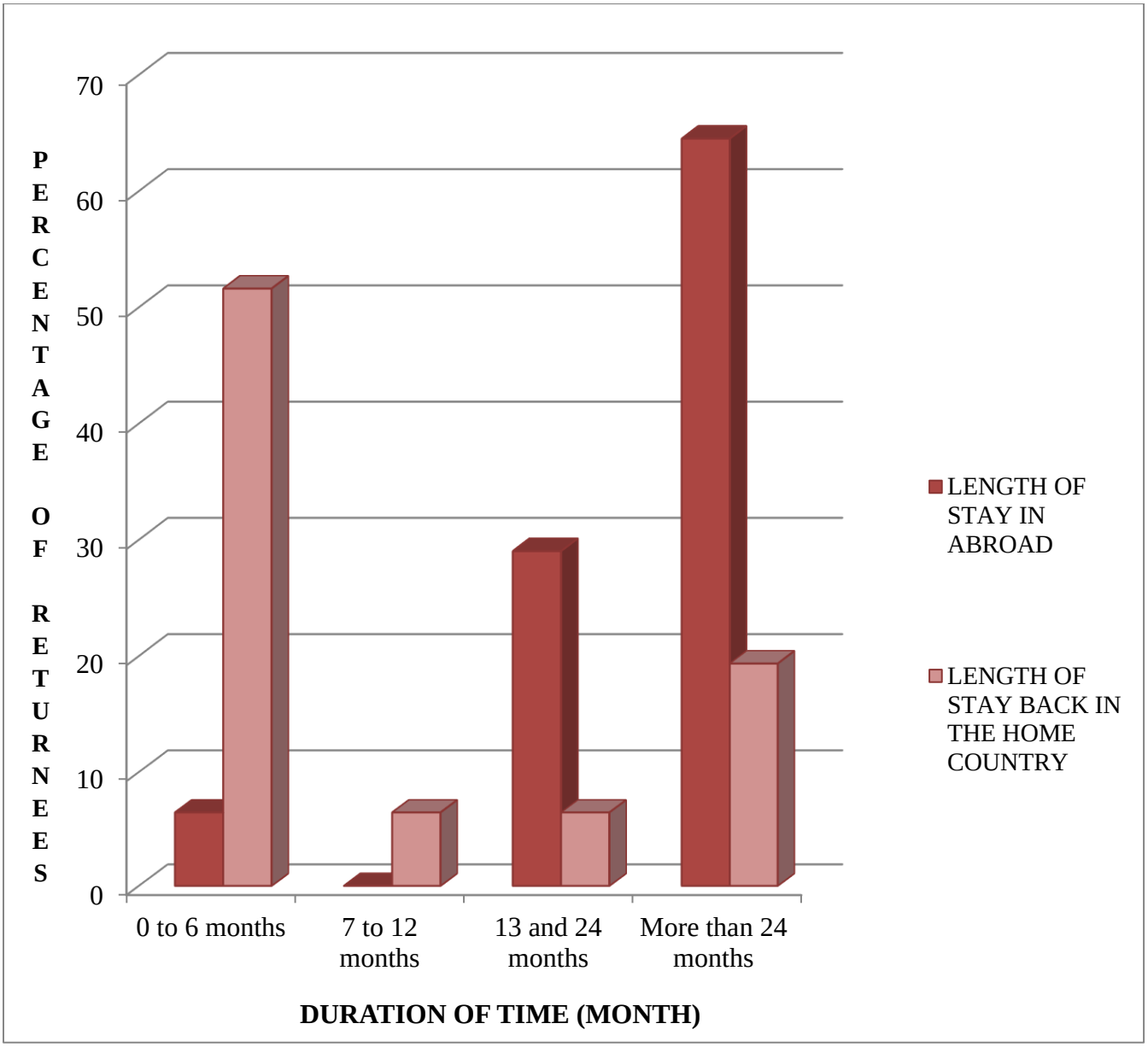


Figure – 5.6.: Bar chart showing the Percentage of Male Returnees according to their Social Status (N=66)

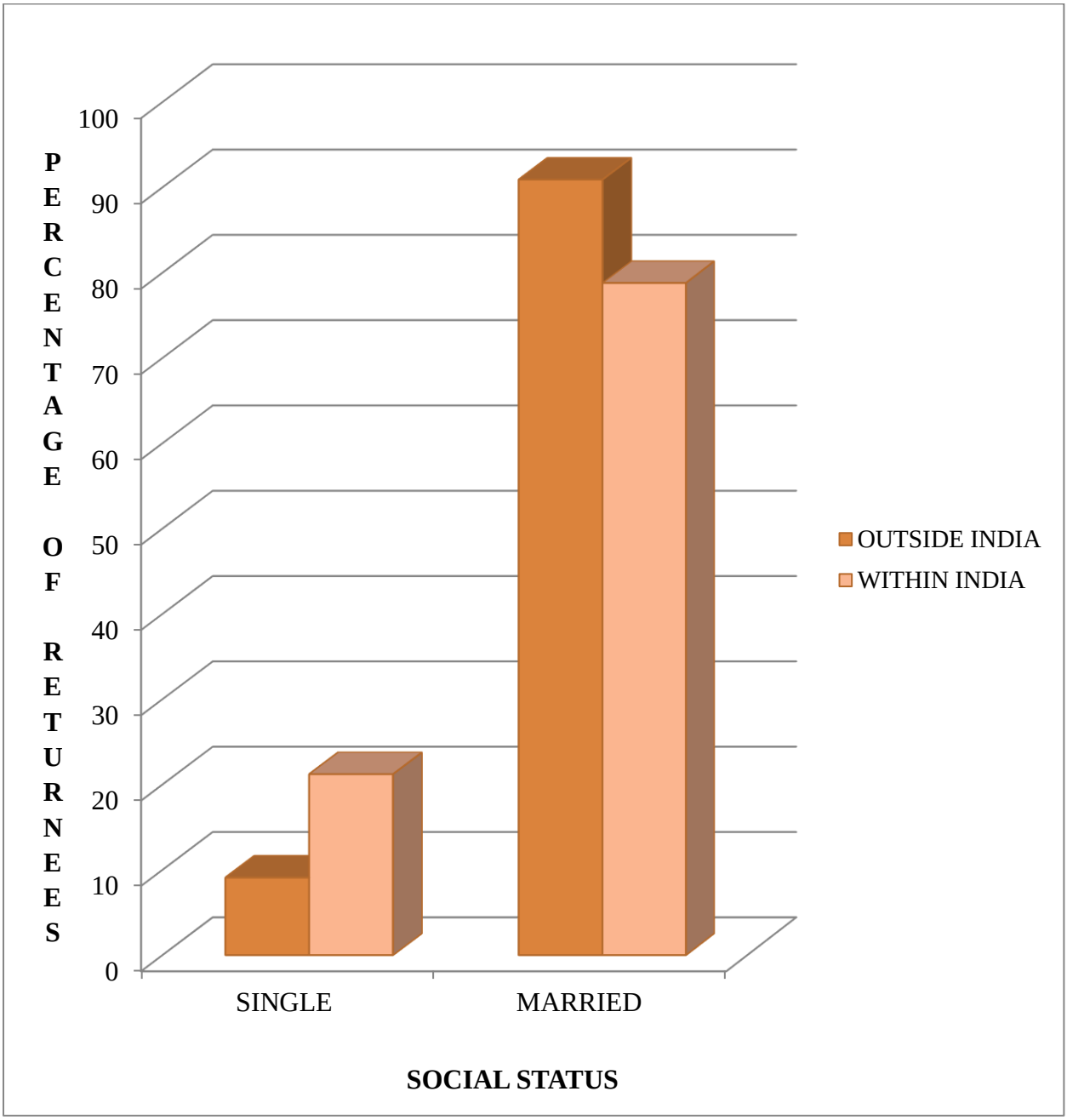


Figure – 5.7.: Bar chart showing the Female Returnees according to their Social Status (N=64)

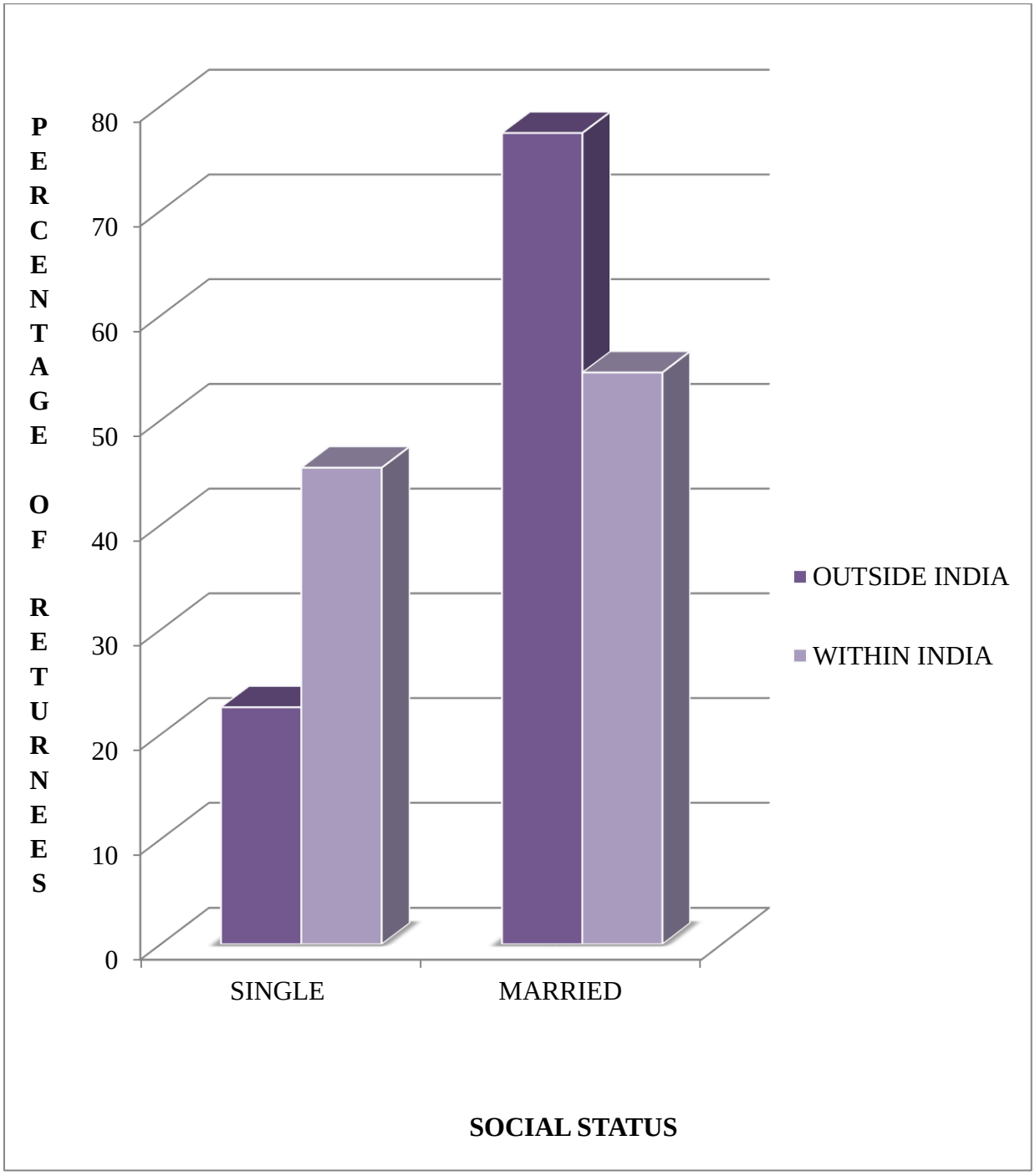


Figure – 5.8.: Bar chart showing the Male Returnees according to their Total Work Experiences (N=66)

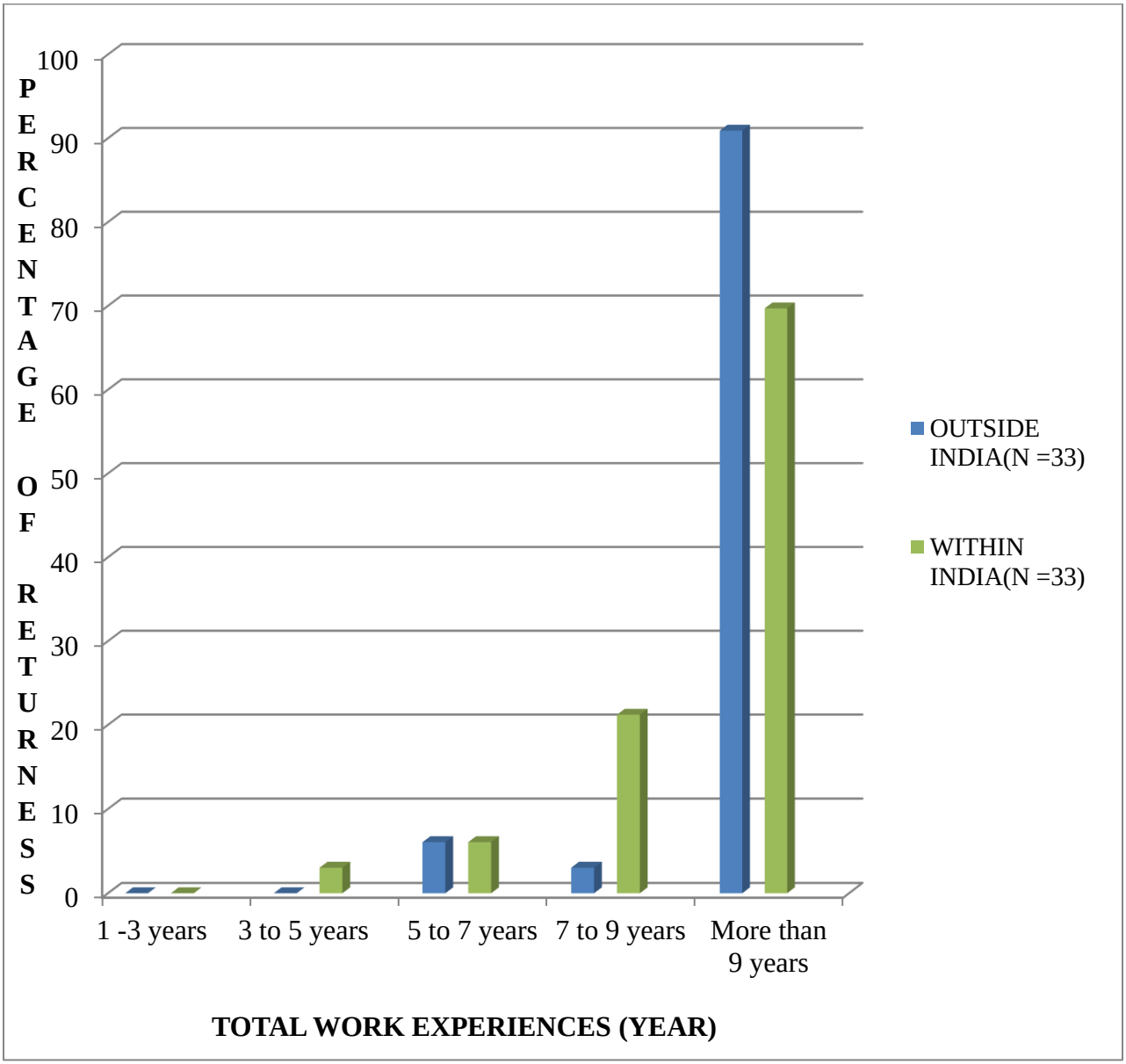


Figure – 5.9.: Bar chart showing the Female Returnees according to their Total Work Experiences (N=64)

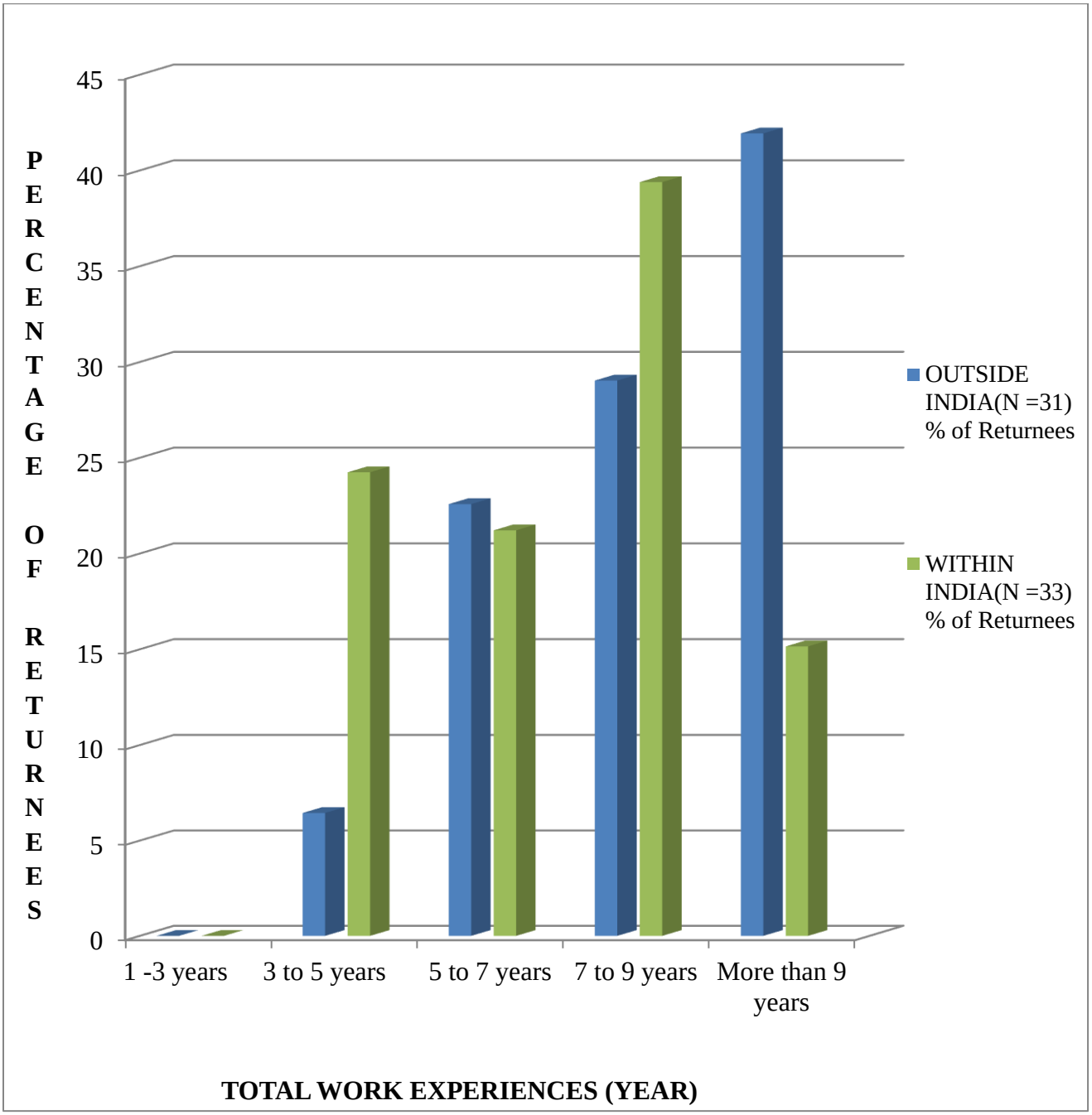


Figure – 5.10.: Bar chart showing the Male Returnees according to their Educational Qualification (N=66)

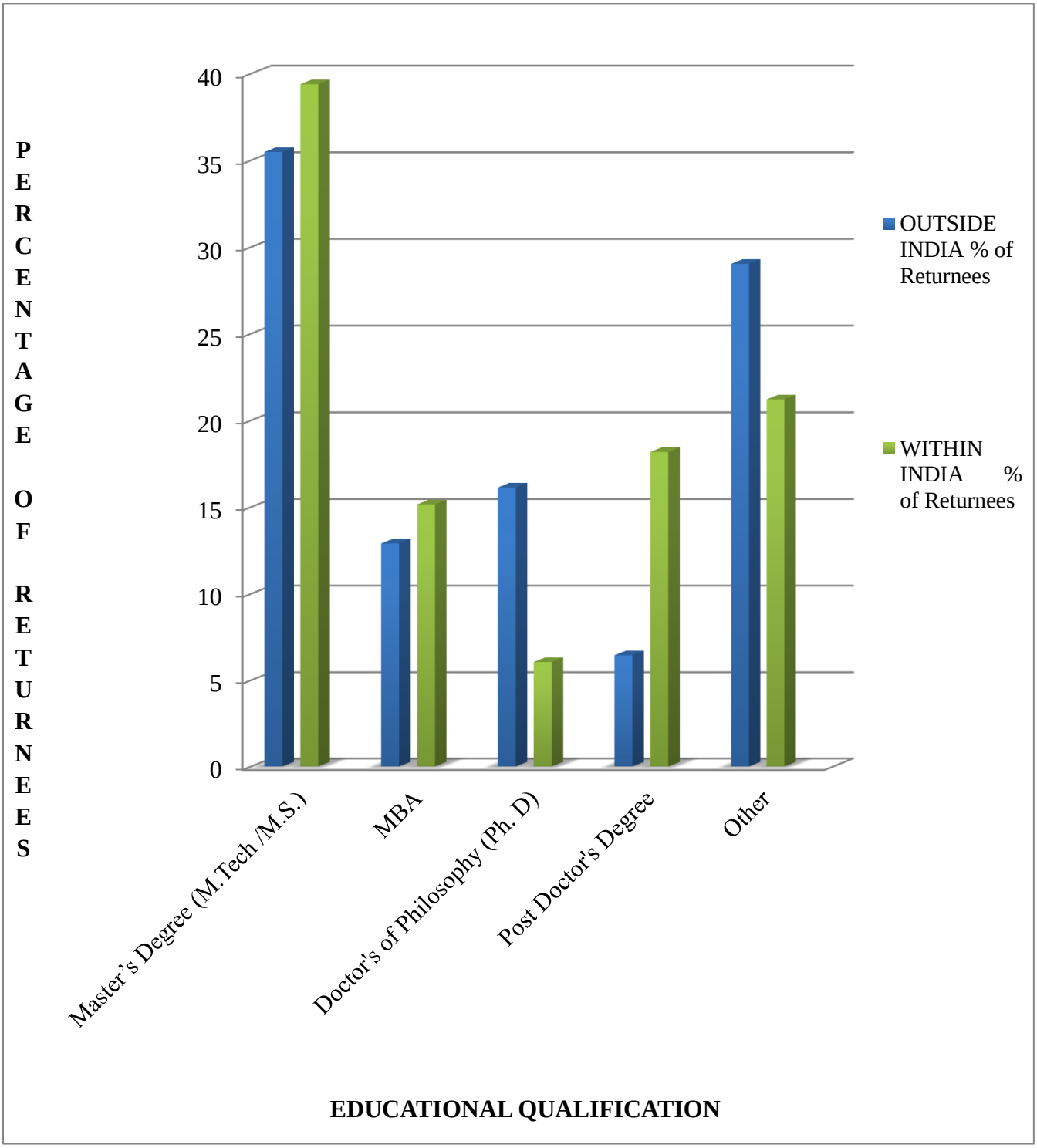


Figure – 5.11.: Bar chart showing the Female Returnees according to their Educational Qualification (N=64)

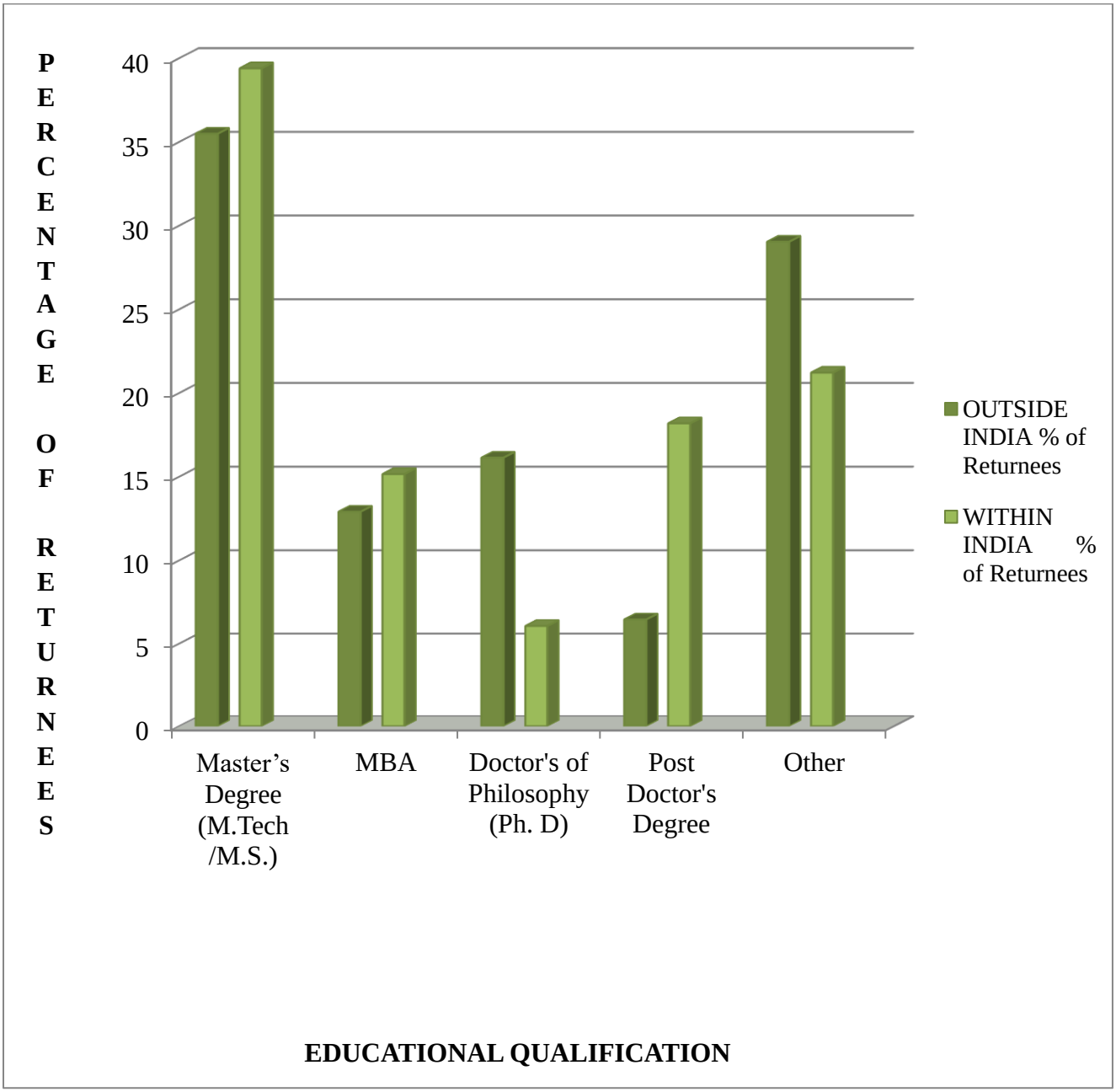


Figure – 5.12.: Bar chart showing the mean scores on of Professional Identity, Reverse Shock Scale, Global Job Embeddedness, and Job Satisfaction with respect to different age groups in and around Kolkata young [25-34 yrs] (n=18) ,middle [35-44 yrs] (n=33), late adult [45-54 yrs] (n=64), and elderly [55-64 yrs] (n=15), and elderly IT employees

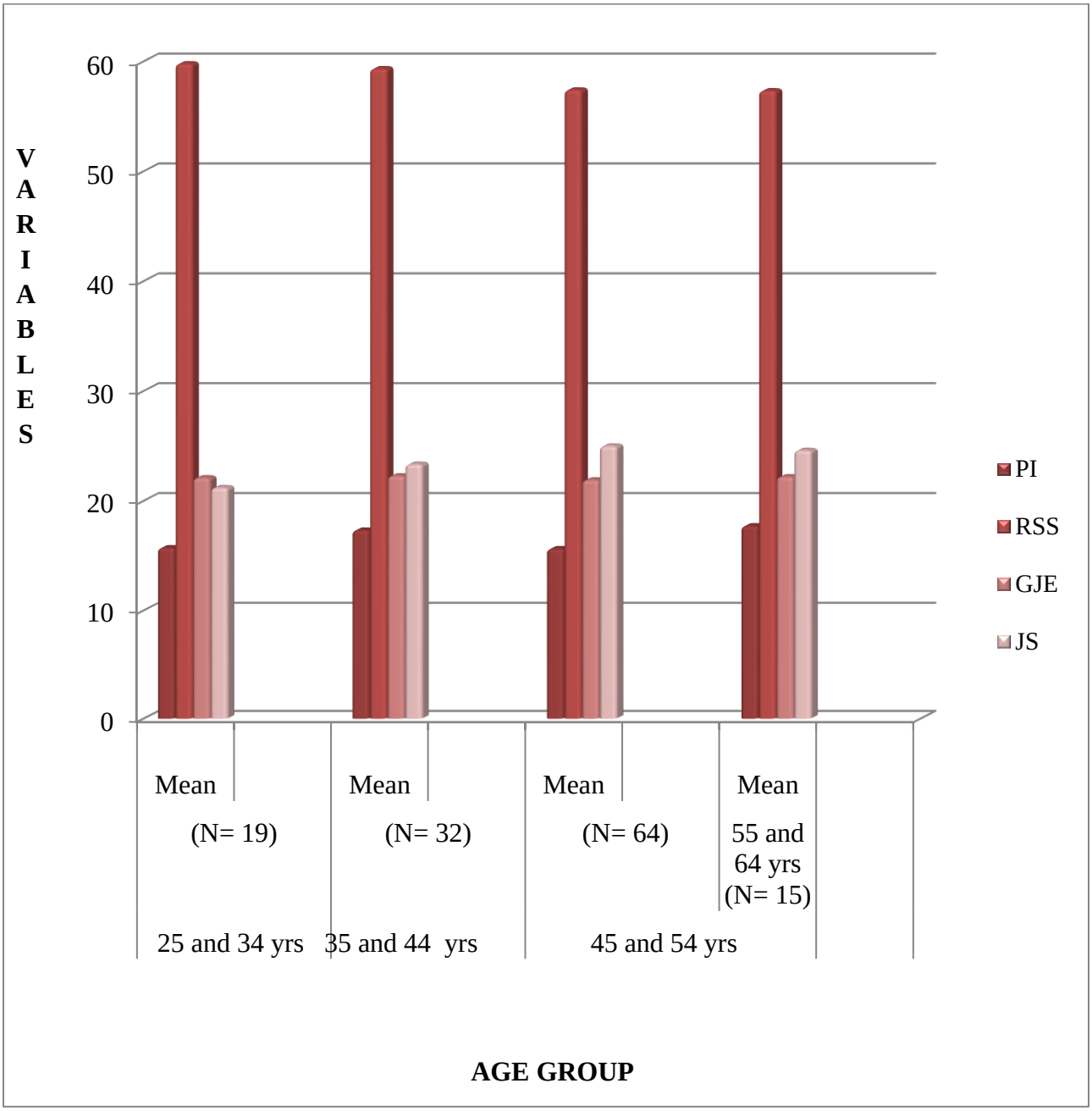


Figure – 5.13.: Bar chart showing the Mean scores on of Professional Identity, Reverse Shock Scale, Global Job Embeddedness, and Job Satisfaction with respect to settlement in their workplace i.e. outside India (N = 64) and within Indian (N = 66) IT employees

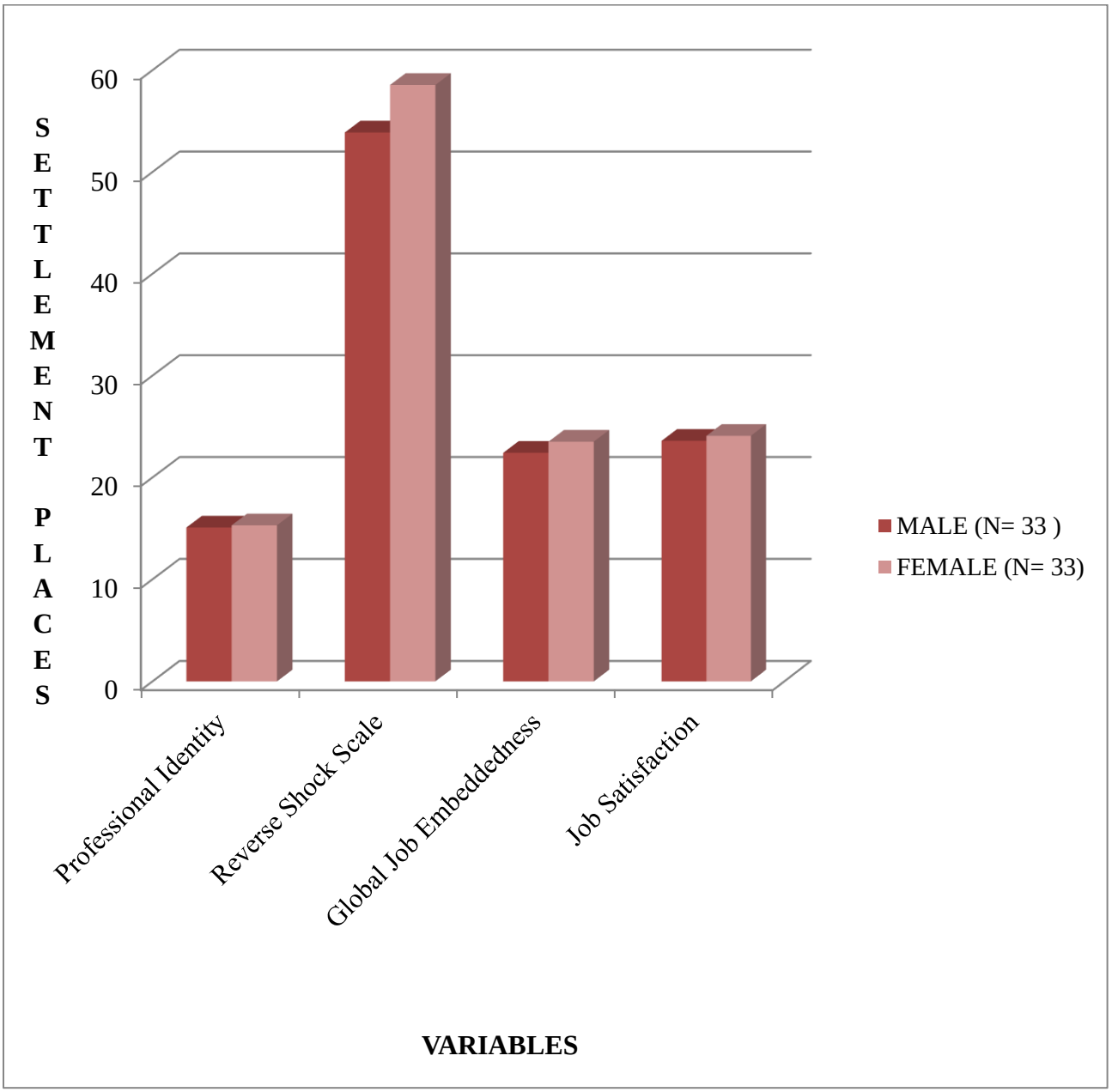


Figure – 5.14.: Bar chart showing the mean scores on Professional Identity, Reverse Shock Scale, Global Job Embeddedness, and Job Satisfaction with respect to gender i.e. male(N = 66) and female (N = 64) IT employees.

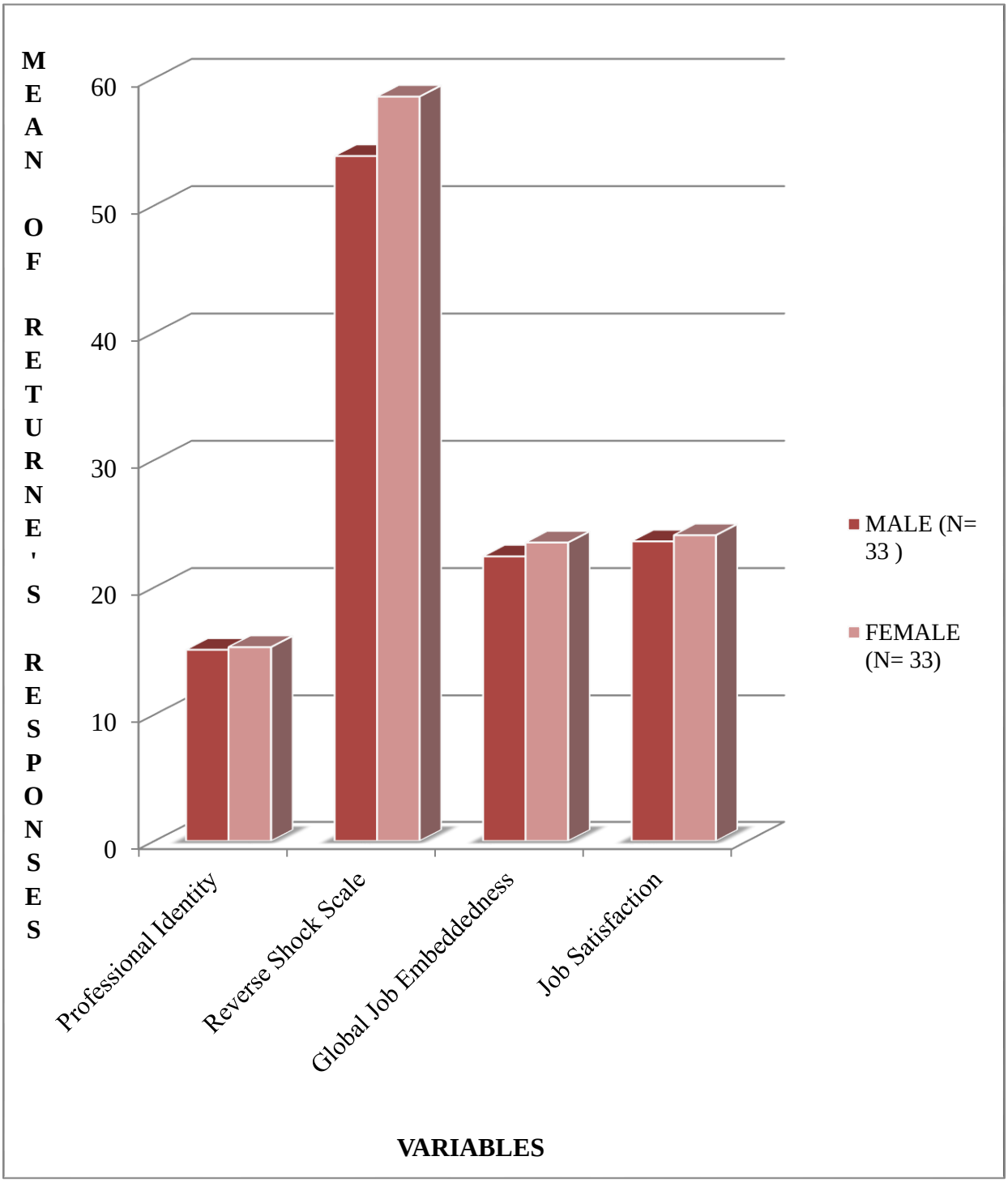


Figure – 5.15.: Bar chart showing the mean scores for Professional Identity, Reverse Shock Scale, Global Job Embeddedness, and Job Satisfaction with respect to male (N = 33)and female (N = 33) IT employees settled in India

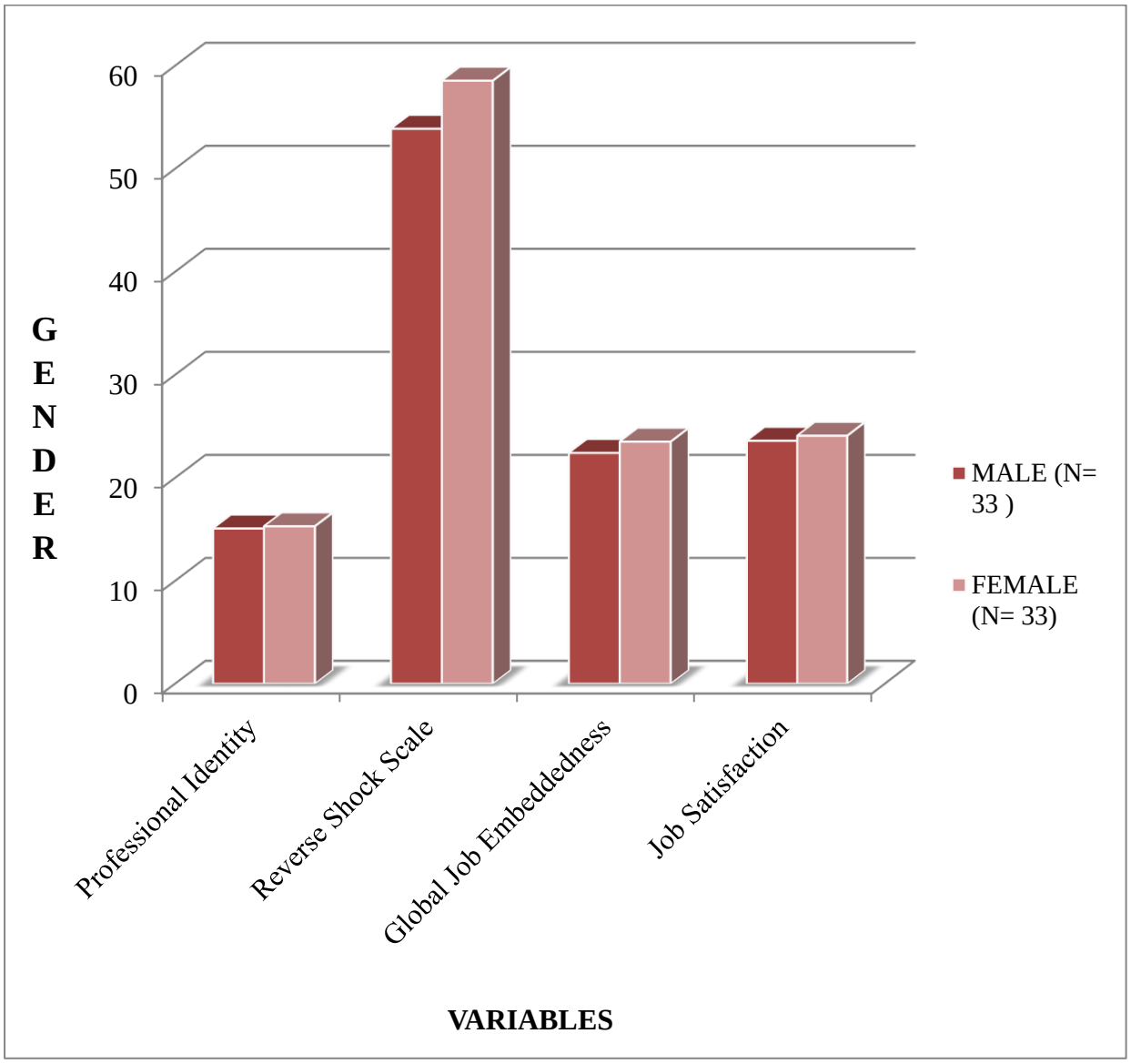


Figure – 5.16.: Bar chart showing the Mean scores for Professional Identity, Reverse Shock Scale, Global Job Embeddedness, and Job Satisfaction with respect to male (N = 33)and female (N = 33) IT employees settled outside India

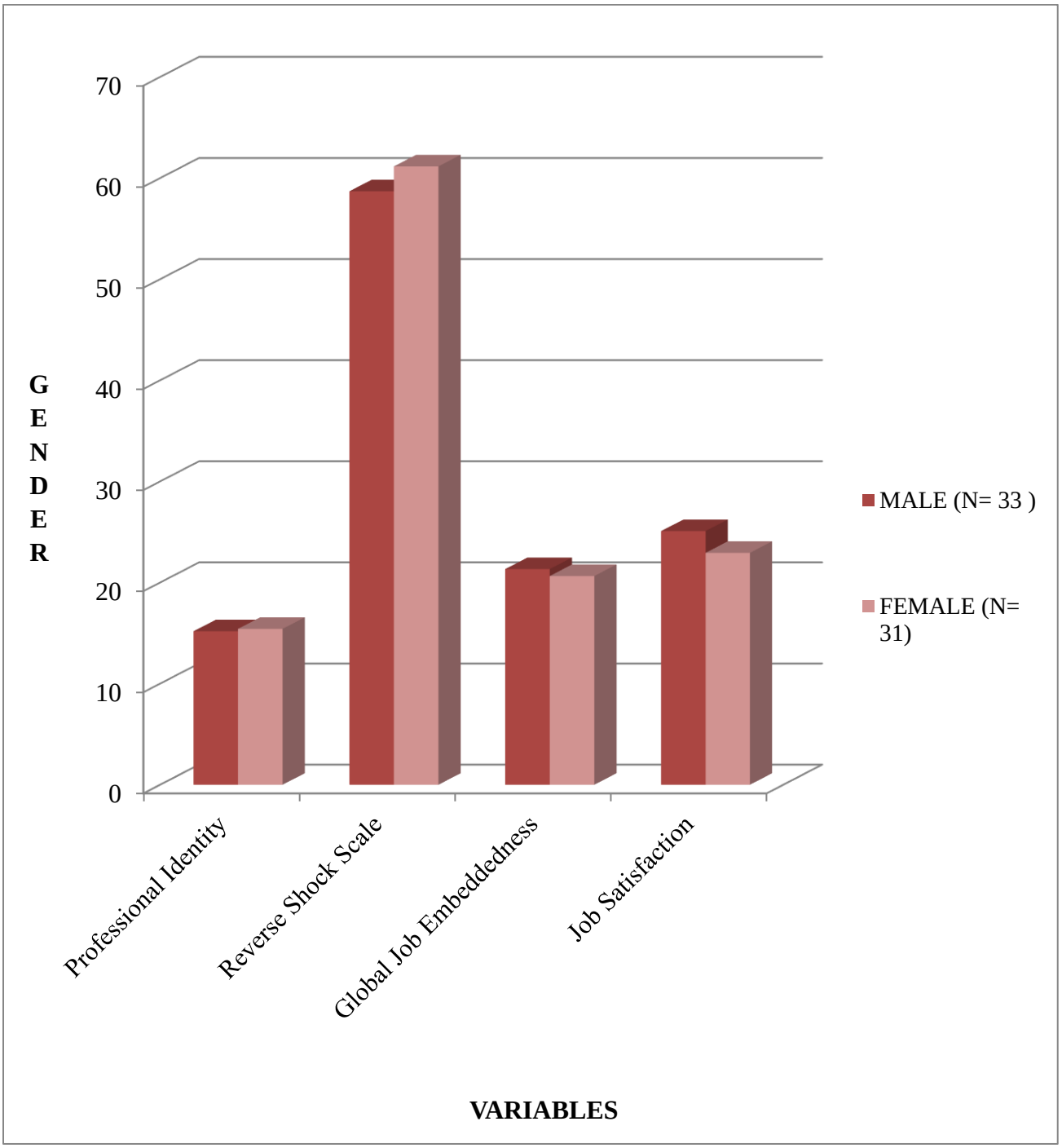


Figure – 5.17.: Pie chart showing the % of Responses of IT Returnees of - What are the antecedents of staying back? (N =130)

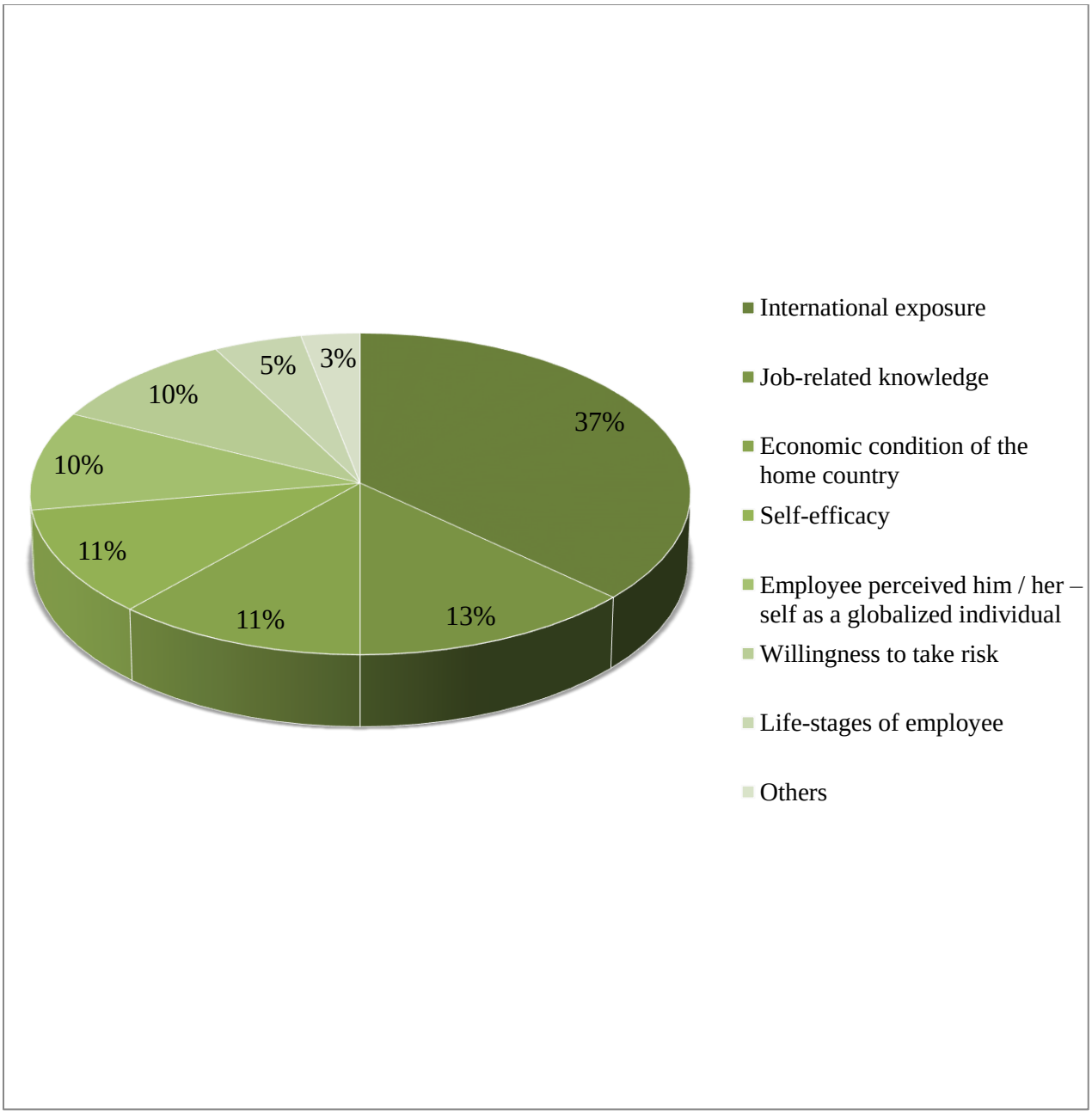


Figure – 5.18.: Pie chart showing the % of Responses of IT Returnees of - What are the antecedents of staying back? – Self-Efficacy (N =14)

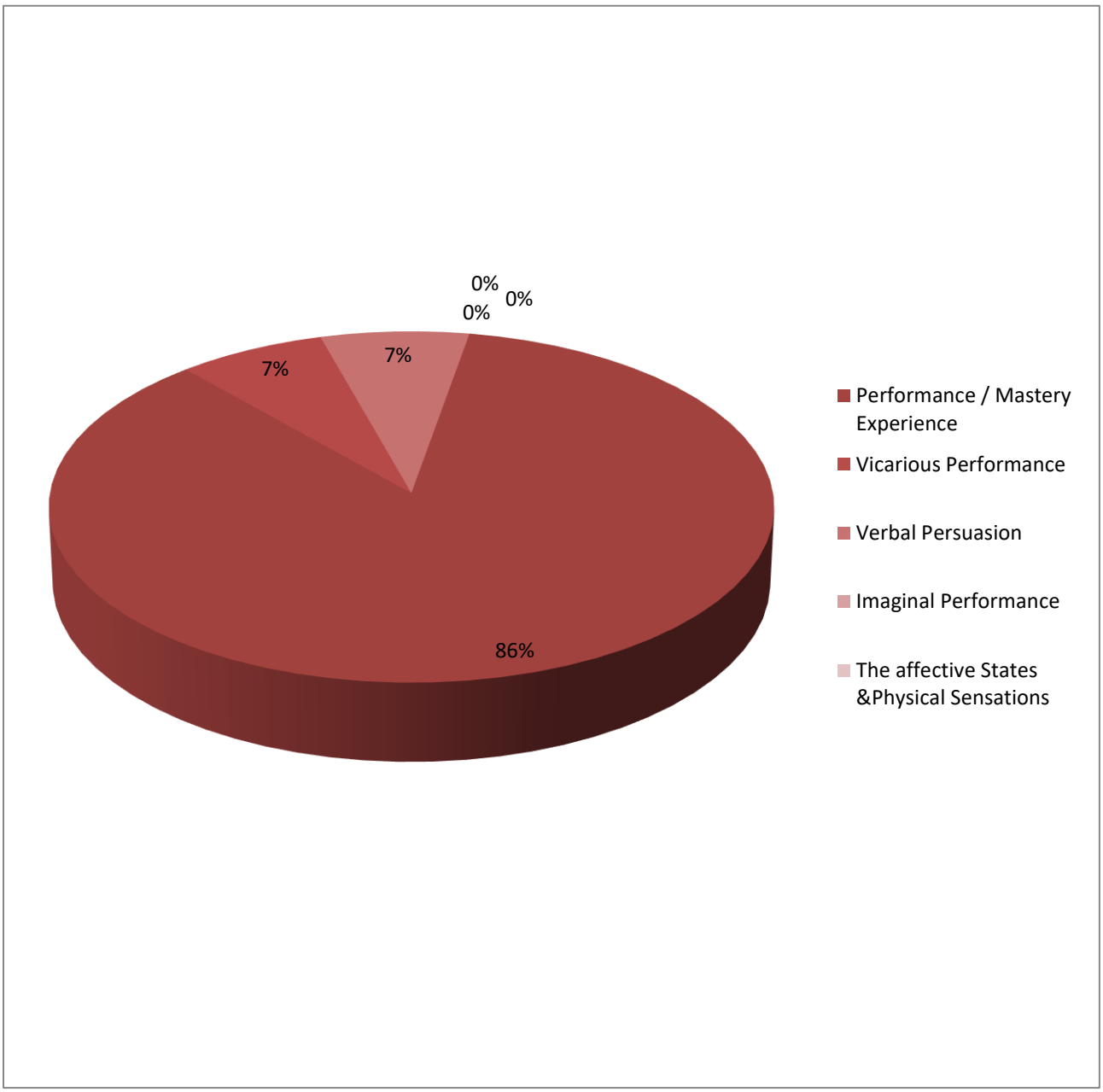


Figure – 5.19.: Pie chart showing the % of Responses of IT Returnees of - What are the antecedents of staying back? – Other Factors as mentioned by Employees (N =4)

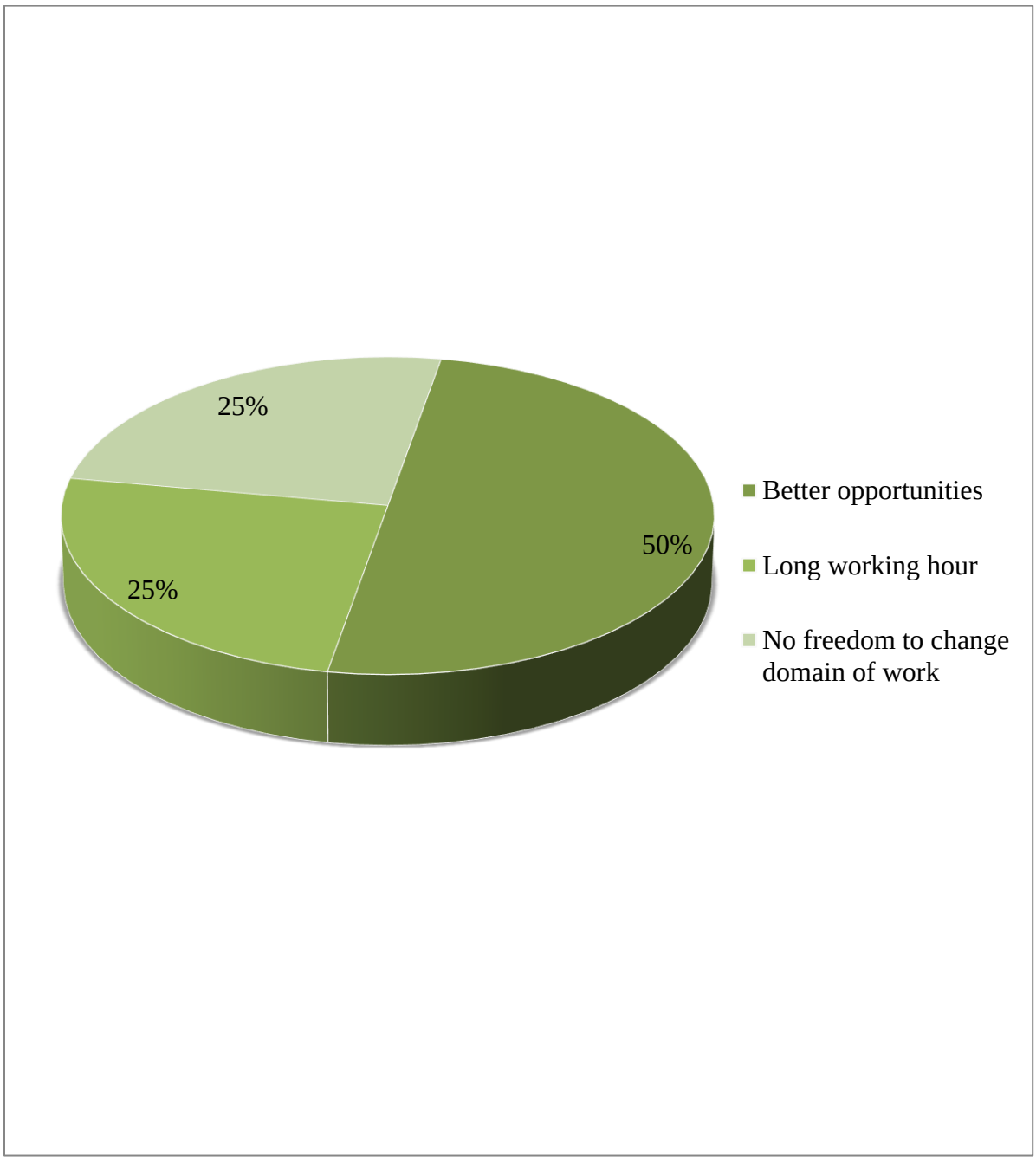


Figure – 5.20.: Pie chart showing the % of Responses of IT Returnees of - What are the interventions organizations are doing to prevent this?(N =130)

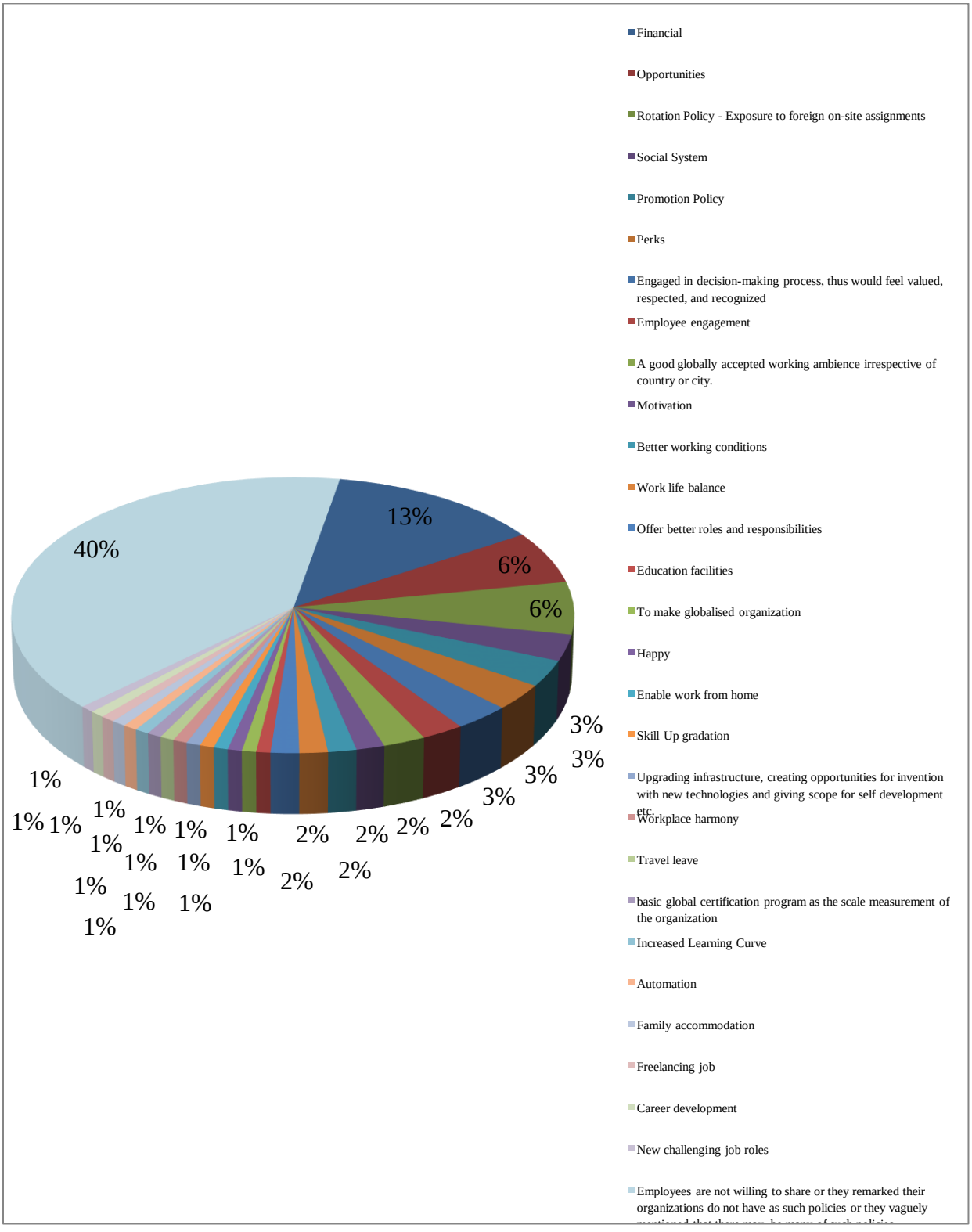


Figure – 5.21.: Pie chart showing the % of Responses of HR Professional of IT Firms in India - What are the Antecedents of Staying Back?(N =10)

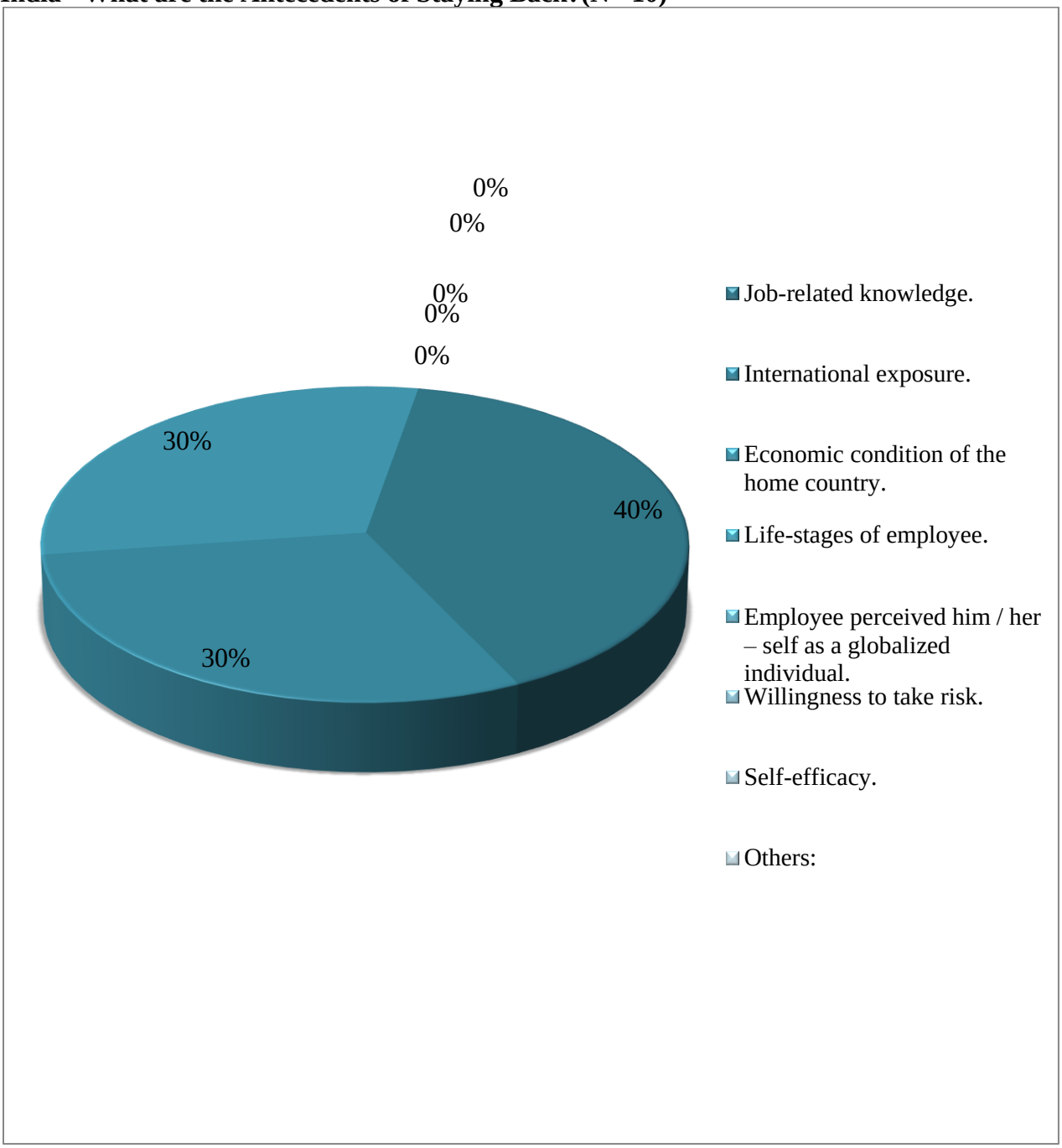


Figure – 5.22.: Pie chart showing the % of Responses of HR Professional of IT Firms in India - What are the Antecedents of Staying Back? – Other Factors. (N =2)

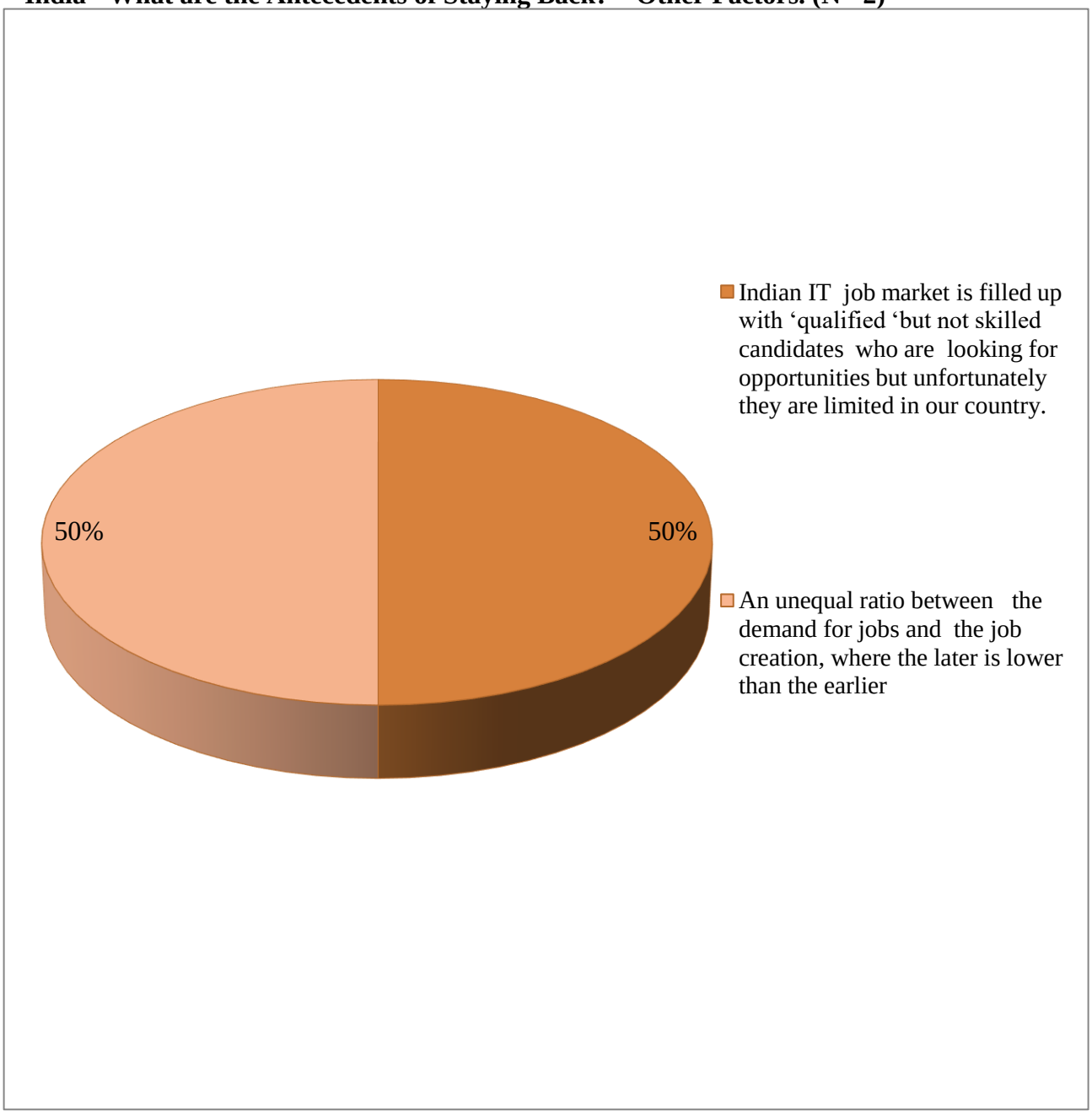
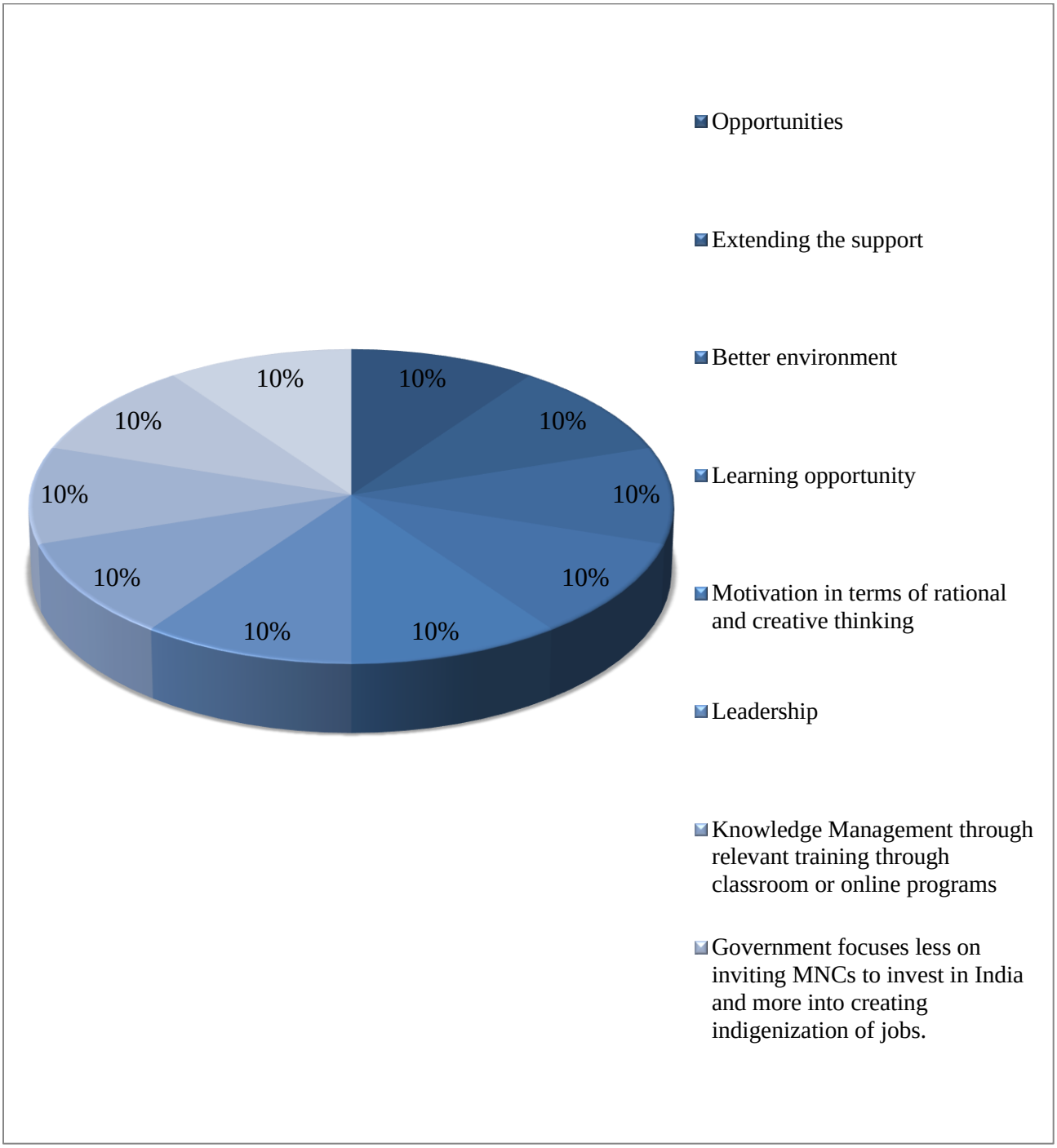

50%
50%
Indian IT job market is filled up with 'qualified 'but not skilled candidates who are looking for opportunities but unfortunately they are limited in our country.
An unequal ratio between the demand for jobs and the job creation, where the later is lower than the earlier

Figure – 5.23.: Pie chart showing the % of Responses of HR Professional of IT Firms in India - What are the interventions organizations are doing to prevent this? (N =10)



Chapter – VI

DISCUSSIONS

The first objective of the present study aimed at comparing mean job embeddedness, job satisfaction, and difficulty in re-entry adjustment that will be mediated by perceived professional identity and life stages with gender and settlement of their workplace in India and outside India counterparts.

The second aim of the study was determining correlations among job embeddedness, job satisfaction, and difficulty in re-entry adjustment that will be mediated by perceived professional identity and life stages with gender and settlement of workplace in India and foreign counterparts.

6.1. To determine if there any significant difference between subjects with gender and settlement of their workplace in India and outside India counterparts concerning job embeddedness, job satisfaction, and difficulty in re-entry adjustment.

***Hypothesis* 1 - (H_0 1):** There will be no significant mean difference between job embeddedness, job satisfaction, and difficulty in re-entry adjustment that will be mediated by perceived professional identity and life stages.

***Hypothesis* 2 - (H_0 2):** There will be no significant mean difference between two inter-group samples i.e. those who have returned to the home country after the completion of the on-site assignment and those who have not to return to the home country after the completion of the on-site assignment.

***Hypothesis* 3 - (H_0 3):** There will be no significant mean difference between two intra-group samples i.e. between both the genders those who have returned to the home country after the completion of the on-site assignment and those who have not to return to the home country after the completion of the on-site assignment.

- **Job Embeddedness:**

The results obtained from the present study indicate that there is no significant difference between the two intra-groups subjects i.e. between both the gender concerning those who have to work in India after completion of their on-site assignment from abroad and those who have working in outside India after completion of their on-site assignment from abroad.

The results obtained from the present study also indicate that there is significant difference between the two intergroup (p = 0.013) female (p = 0.019) subjects according to their workplace i.e. between those who have returned to the home country after the completion of on-site assignment and those have not to return to the home country after the completion of on-site assignment. Whereas there is no significant difference between the two inter–group male subjects.

Job embeddedness reflects employees' decisions to take part broadly and directly, and it moves scholarly attention beyond dissatisfaction-induced leaving. It is indeed a broad-based retention (anti withdrawal) construct (Hulin, 1998). Job embeddedness captures a substantial portion of the "decision to participate". Thus both on- and off the-job embeddedness should predict not only employee turnover, but also other withdrawal behaviors, such as decreasing organizational citizenship behavior, decreasing performance, and increasing absence. Job embeddedness is predominately assumed to benefit employees, work groups, and organizations (e.g., higher performance, social cohesion, and lower voluntary turnover) (Allen, D., Rubenstein, A., and Peltokorpi, V., 2016).

However, the effect of on-the-job embeddedness on absences and turnover may be reduced to zero when researchers control for satisfaction and commitment. Further, the ideas of Hulin, March, Simon, Lee, and Mitchell about non-work factors suggest that off-the-job embeddedness predicts absences and turnover, and it may do so even when satisfaction and commitment are controlled for. Thus, leaving a job may have significant effects on an individual's off-the-job life, especially if he or she has to relocate to find new employment. More specifically, people who are embedded in their communities should want to keep their jobs. Mitchell and colleagues reported, for example, that having **(1)** a working spouse, **(2)** children in a particular school, or **(3)** involvement in community activities was associated with less turnover. To the extent that absences endanger employment status, they should be lower for people who are embedded on- and off-the-job.

If we analyze the components of Job Embeddedness:

(i) Fit is how compatible the employees feel with the company, organization or the local community he/she belongs to. Mitchell et al. (2001) suggested that the more the individual feels fitted to the job, colleagues and the business culture, the lower the turnover is.

(ii) Links means that each is linked to other people, teams, and organizations, external environment, officially or unofficially.

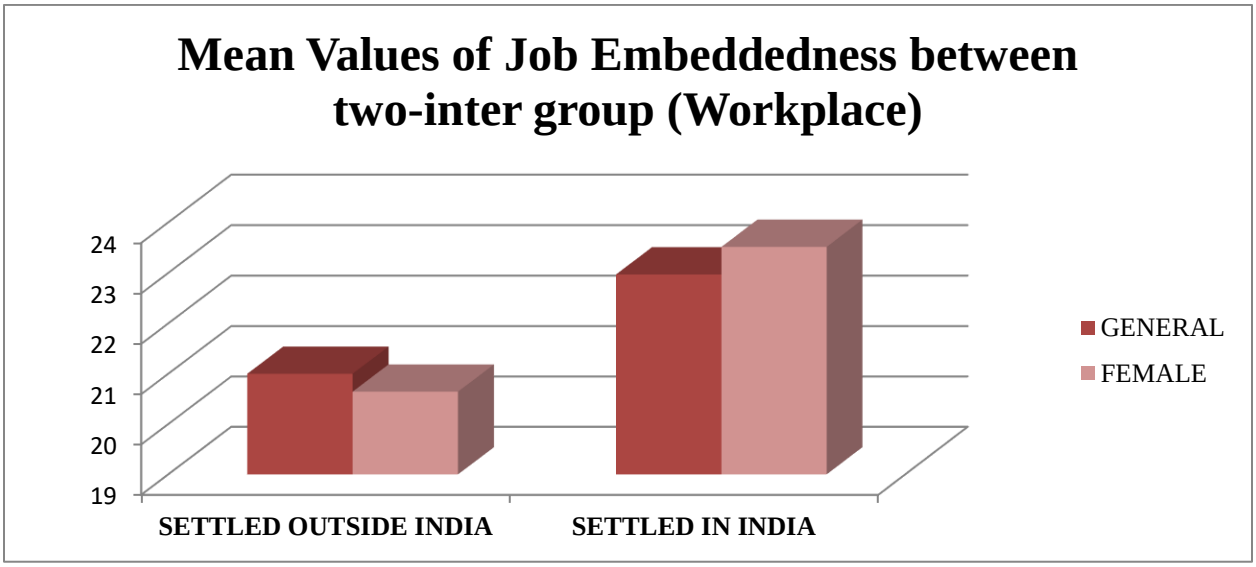
(iii) Sacrifice means the opportunity cost of turnover, which is the perceived cost of physical or psychological convenience sacrificed when leaving a current job.

Thus in a total, the higher the job embeddedness the higher will be anti-withdrawal.

When the means are compared, it is found that in case of employees are settled in outside India is significantly lower (21.0000) than that of settled in India (22.9697) in general and in case of female inter-group subjects employees are settled in outside India is significantly lower (20.6452) than that of settled in India (23.5152).

Therefore, the present study reveals that the job embeddedness is lower in the case of female those who have settled in outside India (20.6452) than that of counterparts i.e. settled in India (23.5152) after completion of their on-site assignments in abroad **(Fig: 6.1)**.

Fig-6.1.: Bar chart showing the Mean values of Job Embeddedness between two inter-groups of subjects (Workplace)



- Job Satisfaction:

The results obtained from the present study indicate that there is no significant difference between the two intra-group subjects i.e. between both the gender and between the two inter-group subjects according to their settlement of workplace i.e. those who have returned to the

home country after the completion of on-site assignment from abroad and those have not returned to the home country after the completion of on-site assignment in abroad.

Job satisfaction is a description of the extent to which an individual is content or at ease with his or her job (Ali, 2016). Job satisfaction, a distal outcome within the socialization model, has been defined as consisting of either individual or some combination of factors central to employees' work related evaluations, affect, and beliefs (Weiss, 2002).

It is surprising that job satisfaction as a variable of study within the repatriation adjustment literature is relatively scant, given its frequent linkage to a wide variety of antecedent variables (e.g., Brown & Peterson, 1993). The expatriate literature as compared to the repatriation literature appears to encompass a greater volume of research linking relocation and job satisfaction. Researchers suggested that job satisfaction remains complex due to cultural variances in a globalized economy and due to differences in individual needs and jobs (Hauff et al., 2015; Pan, 2015). Umamaheswari and Krishnan (2015) suggested employee satisfaction could contribute to increased organizational commitment, reduced intent to quit, and ultimately increased retention rates.

- Re-entry Shock:

The results obtained from the present study indicate that there is no significant difference between the two intra-group subjects i.e. between both the gender and between the two inter-group subjects according to their settlement of workplace i.e. those who have returned to the home country after the completion of on-site assignment from abroad and those have not returned to the home country after the completion of on-site assignment in abroad.

The international experience usually associated with personal changes and organizational and community expectations when a sojourner returns to the home country after living abroad plays a role in their readjustment. When employees go overseas to study or on assignment, they know how valuable they are to the organization, and they also expect that on return having a bright future in the organization. However, when they are back to their home country, the contract may have changed. Experiences obtained when overseas bring about changes in returnees' behavior and state of mind related to a future career, whether to stay on the job or leave work. In the re-entry issues, if returnees stay back in the home country organization but they UN-adjust and un-

conform with organizational climate, their performance will decrease and lead to an intention to leave the job (Black et al., 1992; Stroh et al., 1998).[x]

6.2. The second aim of the study was determining correlations among job embeddedness, job satisfaction, and difficulty in re-entry adjustment that will be mediated by perceived professional identity and life stages with gender and settlement of workplace in India and foreign counterparts.

- Association of job embeddedness, job satisfaction, and difficulty in re-entry adjustment that will be affected by perceived professional identity and life stages with gender and settlement of the workplace in India and foreign counterparts.

From the findings of the present study, it has been found that there is a significant positive correlation between –

(i) Professional identity and job embeddedness (r= 0.331 at 0.01 level)

(ii) Re-entry shock and job embeddedness (r= 0.193at 0.05 level)

(iii) Job embeddedness and job satisfaction (r= 0.199 at 0.05 level)

This finding indicates that among the subjects who have experienced as expatriates who have higher professional identity have higher job embeddedness. The same subject groups who have experienced a re-entry shock while repatriating will feebly but the escalating impact on their job embeddedness. The same subject groups who have job embeddedness will also feel satisfied in their current job.

- Association of job embeddedness, job satisfaction, and difficulty in re-entry adjustment that will be mediated by perceived professional identity with the settlement of the workplace in India.

From the findings of the present study, it has been found that there is a significant positive correlation between –

(i) Professional identity and job satisfaction (r= 0.253 at 0.05 level)

(ii) Re-entry shock and job embeddedness (r= 0.303at 0.05 level)

(iii) Job embeddedness and job satisfaction (r= 0.532 at 0.01 level) [Strong correlation]

This finding indicates that among the subjects who have experienced as an expatriate but currently working in India the satisfied employees have a higher professional identity. The same

subject groups who have experienced a re-entry shock while repatriating have an impact on their job embeddedness. The same subject groups having job embeddedness they will also feel satisfied in their current job to a greater degree.

- Association of job embeddedness, job satisfaction, and difficulty in re-entry adjustment that will be mediated by perceived professional identity among the female working in India.

From the findings of the present study, it has been found that there is a significant positive correlation between –

(i) Re-entry shock and job embeddedness (r= 0.531 at 0.01 level) [Strong correlation]

(ii) Job embeddedness and job satisfaction (r= 0.606 at 0.01 level) [Strong correlation]

This finding indicates that among the female subjects who have experienced as an expatriate but currently working in India who has experienced a re-entry shock while repatriating has a strong positive impact on their job embeddedness. The same subject groups having higher job embeddedness higher they will feel satisfied in their current job to a greater degree.

- Association of job embeddedness, job satisfaction, and difficulty in re-entry adjustment that will be mediated by perceived professional identity among the male working in India.

From the findings of the present study, it has been found that there is a significant positive correlation between –

(i) Job embeddedness and job satisfaction (r= 0.486at 0.01 level)

This finding indicates that among the male subjects who have experienced as an expatriate but currently working in India who had higher job embeddedness they will feel satisfied in their current job to a greater degree.

- Association of job embeddedness, job satisfaction, and difficulty in re-entry adjustment that will be mediated by perceived professional identity among the settled in outside India.

From the findings of the present study, it has been found that there is a significant positive correlation between –

(i) Professional identity and job embeddedness (r= 0.461at 0.01 levelat 0.01 level)

This finding indicates that among the subjects who have experienced as expatriates but currently working outside India who have a higher professional identity they are embedded in their current job.

- Association of job embeddedness, job satisfaction, and difficulty in re-entry adjustment that will be mediated by perceived professional identity among the female who has settled in outside India.

From the findings of the present study, it has been found that there is a significant positive correlation between –

(i) Professional identity and job embeddedness (r= 0.513 at 0.01 level) [Strong correlation]

From the findings of the present study, it has been found that there is a significant negative correlation between –

(ii) Job embeddedness and job satisfaction (r= -0.423at 0.05 level)

This finding indicates that among the female subjects who have experienced as expatriates but currently working outside India who have a higher professional identity they are embedded in their current job.

This finding also indicates that among the female subjects who have experienced as expatriates but currently working outside India who has highly embedded in their job more they will be dissatisfied with their current job.

- Association of job embeddedness, job satisfaction, and difficulty in re-entry adjustment that will be mediated by perceived professional identity among the male who has settled outside India.

From the findings of the present study, it has been found that there is a significant positive correlation between –

(i) Professional identity and job embeddedness (r= 0.426 at 0.05 level)

(ii) Job embeddedness and job satisfaction (r= 0.442at 0.05level)

This finding indicates that among the male subjects who have experienced as expatriates but currently working outside India who have a higher professional identity they are embedded in their current job. The same subject groups having higher job embeddedness higher they will feel satisfied in their current job to a greater degree.

- Association of job embeddedness, job satisfaction, and difficulty in re-entry adjustment that will be mediated by perceived professional identity among the female irrespective of their settlement of contemporary workplace.

From the findings of the present study, it has been found that there is a significant positive correlation between –

(i) Professional identity and job embeddedness (r= 0.344 at 0.01 level) [Weak correlation]

(iii) Re-entry shock and job embeddedness (r= 0.260at 0.05 level) [Weak correlation]

This finding indicates that among the female subjects irrespective of their settlement of contemporary workplace who have experienced as expatriates who have a higher professional identity they are embedded in their current job. The same subject groups who have experienced higher repatriation shock they will embed in their current job to a lesser degree.

- Association of job embeddedness, job satisfaction, and difficulty in re-entry adjustment that will be mediated by perceived professional identity among the male irrespective of their settlement of contemporary workplace.

From the findings of the present study, it has been found that there is a significant positive correlation between –

(i) Professional identity and job embeddedness (r= 0.312 at 0.05 level) [Weak correlation]

(ii) Professional identity and job satisfaction (r= 0.317 at 0.01 level) [Weak correlation]

(iii) job embeddedness and job satisfaction (r= 0.424 at 0.05 level) [Weak correlation]

This finding indicates that among the male subjects irrespective of their settlement of contemporary workplace who have experienced as expatriates who have a higher professional identity they are embedded in their current job. The same subject groups who have experienced higher professional identity feel satisfied with their present job to a lesser degree. The same subject groups who are embedded in their current job feel satisfied with their present job to a lesser degree.

6.3. Result of Quantitative Analysis

In a nutshell in psychological terms, this all means that the IT professionals returnees working in India their professional identity has a positive impact on job satisfaction and job embeddedness also increases their job satisfaction. Job embeddedness also increases with their Re-entry shock.

The female returnees' professional identity has a positive impact on their job embeddedness to a great extent and their re-entry shock has also a positive impact on their job embeddedness. Finally, as re-entry shock increases, the female returnees' job embeddedness and job satisfaction also increase.

Whereas, female returnees who are working in India, an increase in re-entry shock also increase job embeddedness and job satisfaction.

But female returnees who are working outside India, if their professional identity increases job embeddedness also increases. Conversely, as the job embeddedness increases job satisfaction will decreases. This has been also cleared from data from the present study that many females who are working outside India have shifted from the IT professions. They are satisfied with their job but not in their job.

The number of female returnees working in India possesses characteristics such as high educational level, mid-level work experiences, already married, and longest stay back period in the home country in contrast to female returnees working in outside India.

Male returnees' professional identity enhancement also boosts their job embeddedness and job satisfaction. Job embeddedness also increases their job satisfaction.

While, male returnees who are working in India, only are satisfied with their job content.

In contrary, male returnees respondents' working in outside India professional identity plays a crucial role. Their social identity increases their job embeddedness and job satisfaction.

The number of male returnees working in India possesses characteristics such as high educational level, 'more than 10 years' work experiences but lesser than working in outside India, already married most of them, and longest stay back period in the home country in contrast to male returnees working in outside India.

Previous studies put time as a key dimension as a predictor of success or failure of the re-entry adjustment process. Repatriates who spend much of their time abroad tend to be more difficult in the process of readjustment when they have returned to their home country (Black and Gregersen, 1991; Black, 1992; Forster, 1994; Gregersenand Stroh, 1997; Suutari and Välimaa,

2002). The time elapsed since arrival back to the home country is also a predictor of re-entry adjustment (Gregersen and Stroh, 1997; Vidal et al., 2007).In contrast, in a study, no correlation between the length of stay overseas and the difficulty of re-entry adjustment but due to the condition after they return to the home country (Andrianto, Jianhong, Hommey, Damayanti, and Wahyuni, 2018)).

The present study shows that the difficulty in adaptation and distress upon coming back to the home country make returnees experience a strong sense of professional identity. Females are affected by professional identity to a great extent. The findings confirm previous empirical researches that the experience of studying and living abroad contributes to the development of professional identity (Jung et al., 2013; Valk et al., 2013; Jackson, 2015).Individuals experience gained during living overseas served to broaden cultural, personal, and professional identities, and learning and professional development; therefore, the identity shifters aspired to new challenges upon re-entry adjustment (Suutari, 2003; Nery-Kjerfve and McLean, 2006; Kohonen, 2008). Thus the returnees go back to out of the country instead of employment.

Additionally, the present study analyzes the relationship between a sense of professional identity and job embeddedness. As hypothesized in the present study, perceived returnees' professional identity associated with job embeddedness and vice-versa and this was confirmed by the result.

The findings support previous research that professional identity predicts job-leaving inclinations (Hofman and Kremer, 1985).

The experience of international returnees usually accompanying personal changes and organizational and community expectations when a sojourner returns to the home country after living overseas plays a role in their readjustment. When employees go to a foreign country to study or on assignments, they know how valuable they are to the organization, having a bright future in the organization. However, when they are back to their home country, the deal may have changed. Experiences obtained when overseas bring about changes in returnees' behavior and mindset related to a future career, whether to stay on the job or leave work. In the re-entry issues, if returnees stay back in the home country organization but they UN-adjust and un-conform with organizational climate, their performance will decrease and lead to an intention to leave the job (Black et al., 1992; Stroh et al., 1998).

Marsico (2012) states that professional identity is one of the key components involved in the process of change in occupational contexts. In line with this, Canrinus et al. (2011) claim that

occupational commitment related to the sense of professional identity plays an important role in people's work environment and daily lives. Professional identity in situations of change, that is, migration from the host country back to the home country, implied an adaptation process, which most often is stimulated by organizational changes.

The present study explores the relationship between job embeddedness and job satisfaction. In female returnees who presently working in outside India, job embededdness is negatively associated with job satisfaction, that is, their job satisfaction does not predict leaving inclination of their job. In opposing, for male returnees who are presently working in outside India, their job satisfaction predicts their intent to leave.

In the previous study, job satisfaction associated with job embeddedness ($r = .486$ at 0.01 level) but both do not predict turnover intent (Skelton, R. A., 2017).

6.4. Content Analysis

Content analysis as a research method is a systematic and objective means of describing and quantifying phenomena (Krippendorff 1980, Downe-Wamboldt 1992, Sandelowski 1995). Content analysis allows the researcher to test theoretical issues to enhance understanding of the data by analyzing documents. Through content analysis, it is possible to distill words into fewer content-related categories. It is assumed that when classified into the same categories, words, phrases and the like share the same meaning (Cavanagh 1997).

Content analysis is a research method for making replicable and valid inferences from data to their context, to provide knowledge, new insights, a representation of facts and a practical guide to action (Krippendorff 1980). The aim is to attain a condensed and broad description of the phenomenon, and the outcome of the analysis is concepts or categories describing the phenomenon. Usually, the purpose of those concepts or categories is to build up a model, conceptual system, conceptual map or categories. The researcher chooses between the terms ‘concept' and ‘category' and uses one or the other (Kyngaॅ s & Vanhanen 1999).

In this study, the researcher has applied an approach based on inductive data moves from the specific to the general, so that particular instances are observed and then combined into a larger whole or general statement (Chinn & Kramer 1999).

Process of Inductive content analysis:

If the researcher has chosen to use inductive content analysis, the next step is to organize the qualitative data. This process includes open coding, creating categories and abstraction.

(i) Open coding is the process of making notes and headings are written in the text while reading the data. The written material is read through again, and as many headings as necessary are written down in the margins to describe all aspects of the content (Burnard 1991, 1996, Hsieh & Shannon 2005).

(ii) The headings are collected from the margins on to coding sheets (Cole 1988, Downe-Wamboldt 1992, Dey 1993) and categories are freely generated at this stage (Burnard 1991).

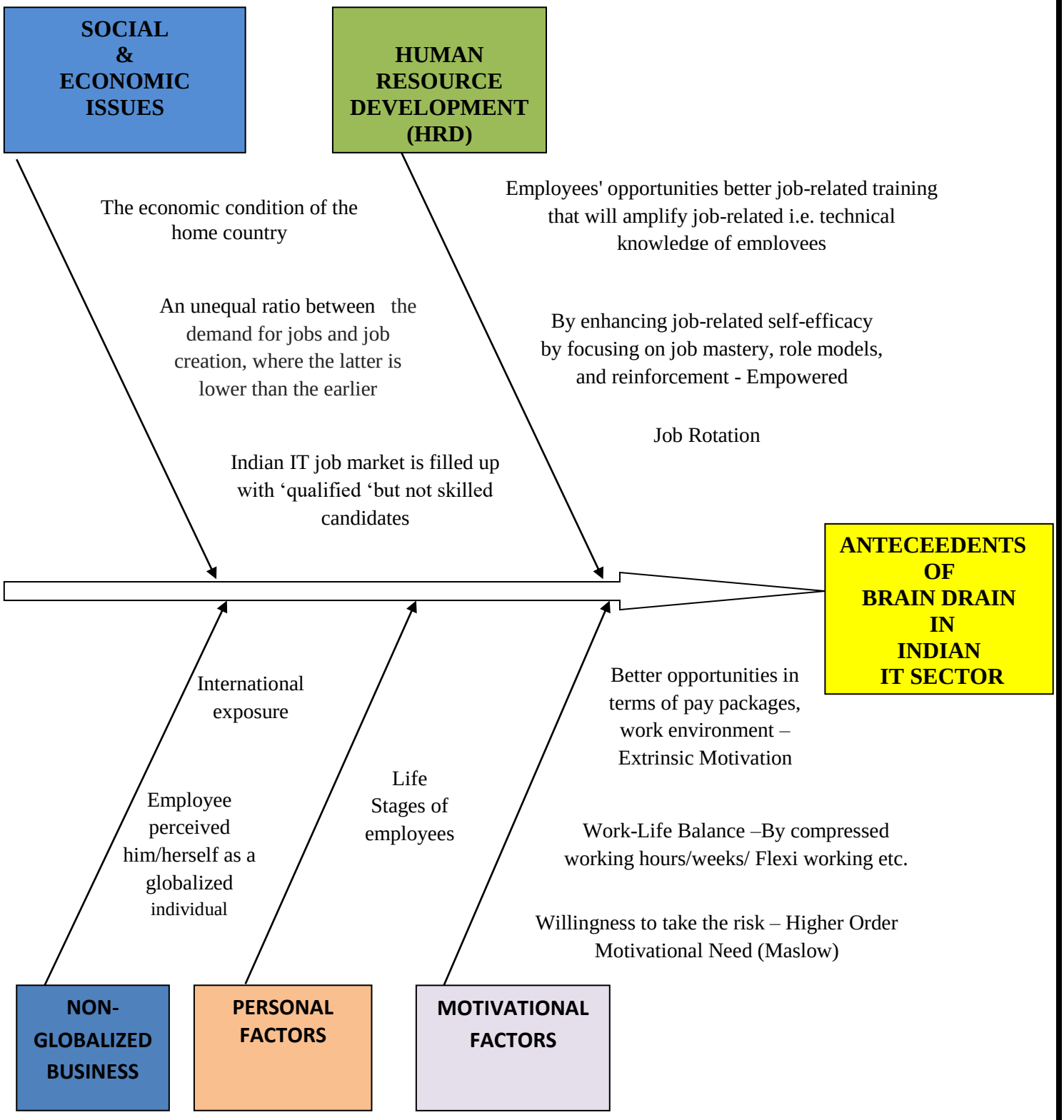
This is the stage where the lists of categories are grouped under higher order headings (McCain 1988, Burnard 1991). Grouping data aimed to reduce the number of categories by collapsing those that are similar or dissimilar into broader higher order categories

(Burnard 1991, Downe- Wamboldt 1992, Dey 1993). However, Dey (1993) points out that creating categories is not simply bringing together observations that are similar or related; instead, data are being classified as 'belonging' to a particular group and this implies a comparison between these data and other observations that do not belong to the same category. The purpose of creating categories is to provide a means of describing the phenomenon, to increase understanding and to generate knowledge (Cavanagh 1997). When formulating categories by inductive content analysis, the researcher comes to a decision, through interpretation, as to which things to put in the same category (Dey 1993).

(iii) Abstraction is the formulating a general description of the research topic through generating categories (Robson 1993, Burnard 1996, Polit & Beck 2004). Each category is named using content-characteristic words. Sub categories with similar events and incidents are grouped as categories and categories are grouped as main categories (Dey 1993, Robson 1993, Kyngaॅ s & Vanhanen 1999). The abstraction process continues as far as is reasonable and possible.

By deploying Content Analysis to the interviewed data from IT personnel and HR professionals the researcher has found the antecedents and possible preventive interventions.

Fig – 6.1. ANTECEDENTS OF BRAIN DRAIN IN INDIAN IT SECTOR (ISHIKAWA DIAGRAM)


SOCIAL & ECONOMIC ISSUES
HUMAN RESOURCE DEVELOPMENT (HRD)
The economic condition of the home country
An unequal ratio between the demand for jobs and job creation, where the latter is lower than the earlier
Indian IT job market is filled up with 'qualified 'but not skilled candidates
Employees' opportunities better job-related training that will amplify job-related i.e. technical knowledge of employees
By enhancing job-related self-efficacy by focusing on job mastery, role models, and reinforcement - Empowered
Job Rotation
ANTECEEDENTS OF BRAIN DRAIN IN INDIAN IT SECTOR
International exposure
Employee perceived him/herself as a globalized individual
Life Stages of employees
Better opportunities in terms of pay packages, work environment – Extrinsic Motivation
Work-Life Balance –By compressed working hours/weeks/ Flexi working etc.
Willingness to take the risk – Higher Order Motivational Need (Maslow)
NON-GLOBALIZED BUSINESS
PERSONAL FACTORS
MOTIVATIONAL FACTORS

6.4.1. ANTECEDENTS OF BRAIN DRAIN IN INDIAN IT SECTOR:

Ishikawa Diagrams (also called fishbone diagrams, herringbone diagrams, cause-and-effect diagrams or Fishikawa) are causal diagrams created by *Kaoru Ishikawa* that shows the causes of a specific event. Its purpose is to break down (in successive layers of detail) root causes that potentially contribute to a particular effect. Common uses of the Ishikawa diagram are product design and quality defect prevention to identify potential factors causing an overall effect. Each cause or reason for imperfection is a source of variation. Causes are usually grouped into major categories to identify and classify these sources of variation. Some of the advantages of using this method are that it is a highly visual brainstorming tool, allows one to see all causes simultaneously, quickly identifies if the root cause is found multiple times in the same or different causal tree, good visualization for presenting issues to stakeholders, etc. There are also certain disadvantages of this method: complex defect might yield a lot of causes which might become visually cluttering, Interrelationships between causes are not easily identifiable, etc.

Though this fishbone diagram it can be analyzed that main issues relating to this case are divided under 5 broad heads namely social and economic issues, HRD issues, non-globalized business, motivational factors, and personal factors. These are the areas in which the organizations need to take measures to prevent in-effective repatriation. But further, it can be seen that except 'Social and Economic issues' 'HRD Issues' and 'Motivational Factors' were the major issues in this study.

Under the heading **'Motivational Factors'** can be further divided into the following reasons that the researcher has categorized as follows:

- **Extrinsic motivation**, which is likely to involve the concept of rewarded behavior. Thus, by engaging in a particular type of activity or behaving in a particular manner, individuals are "rewarded" by the desired result. It is related to tangible rewards such as salary and fringe benefits, promotion, contract of service, the work environment, and conditions of work. Individuals are extrinsically motivated when they engage in work to obtain some goal that is apart from the work itself (Organizational Commitment, Organizational Citizenship). Extrinsic motivation thus requires an instrumentality between the activity and some separable consequences to which the activity leads.

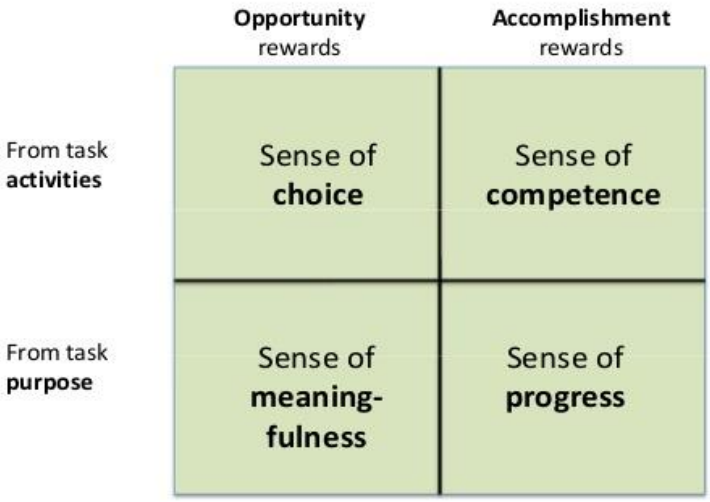
- When it comes to the word extrinsic motivation (pay, fringe benefits, work environment, etc.) the term inseparable with the probable approach to the mind is **'Equity'**. It is a basic phenomenon of individuals engage in social comparison by comparing their efforts and rewards with those of relevant others. The perception of individuals about the fairness of their rewards relative to others influences their level of motivation. Equity exists when individuals perceive that the ratio of efforts to rewards is the same for them as it is for others to whom they compare themselves. Inequity exists when individuals perceive that the ratio of efforts to rewards is different for them than it is for others to whom they compare themselves. There are two types of inequity – Under-reward, which is likely to occur when a person believes that they put in more effort than others, yet receive the same reward or put the same effort as another for a lesser reward. Conversely, with Over-reward, an individual will feel that his effort to rewards ratio is higher than another person. The theory suggests that there are four possible referents for comparison: **(i)** Self-inside (Similar position & same organization), **(ii)** Self-outside (Similar position & another organization), **(iii)** Other-inside (Other position & same organization), and **(iv)** Other-outside (Similar position & same organization),

In the present study the expatriates who have been sent to on-site assignments in abroad they have experienced a different lifestyle, with a high package (approximately 6 times higher than the home country's earning), more relaxed, perceived far less pressured and more enjoyable life, since expatriates remain far away from the office politics, moreover they explore greater opportunities to their interests, as well as enjoying the social, historic and cultural fabric of their adopted homeland. After repatriation, the returnee face challenges both work and non-work environment.

Besides reverse culture shock which is mainly experienced in the non-work field like academic problems for main kids, cultural identity conflict, social identity, depression, anxiety, and interpersonal difficulties. Also, alienation, disorientation, stress, value confusion, anger, hostility, compulsive fears, helplessness, and disenchantment. Challenges may arise in work field such as:

- Repatriates' position in the home organization may have changed or been filled by someone new.

Fig- 6.2.: Four Intrinsic Rewards for Intrinsic Motivation



*Kenneth Thomas, *Intrinsic Motivation at Work*

- Repatriates may find themselves in a job that offers fewer challenges than the job they have just returned home from.
- Returnees feel that they have been suddenly stuck into the nasty office politics.
- They have received (rewards) a pale pay package abruptly against their knowledge, skill, and ability and experienced; only they can maintain the basic needs of life.

- Intrinsic motivation is related to psychological rewards such as the opportunity to use one's ability, a sense of challenge and achievement, receiving appreciation, positive recognition and being treated in a caring and considerate manner. Individuals are intrinsically motivated when they seek enjoyment, interest, the satisfaction of curiosity, self-expression, or personal challenge in the work. Intrinsic motivation thus involves people doing an activity because they find it interesting and derive spontaneous satisfaction from the activity itself. One psychological view suggests that very high levels of intrinsic motivation are marked by such strong interest and involvement in the work, and by such a Work Motivation perfect match of task complexity with skill level, that people

- Experience some kind of psychological “flow”, a sense of merging with the activity they are doing (Csikszentmihalyi, 1975).

Ken Thomas model of intrinsic motivation proposes that intrinsic motivation is achieved when people experience feelings of:

• Choice – the ability to self-select and to perform activities in ways that seem appropriate.

• Competence – the sense of accomplishment felt in skillfully performing chosen task activities.

• Meaningfulness – opportunity to pursue a worthy task purpose that matters in the larger scheme or thing.

• Progress – the feeling that one is making significant advancement in achieving the task’s purpose.

These extrinsic and intrinsic needs of motivation can be explained through Maslow's Hierarchy of Needs Theory (1954). It proposes that humans are motivated by multiple needs and that these needs exist in hierarchical order – physiological, safety, social, self-esteem, and self-actualization; as each need is substantially satisfied, the next need becomes dominant.

The first four levels are often referred to as deficiency needs (*D-needs*), and the top level is known as growth or being needs (*B-needs*). Deficiency needs arise due to deprivation and are said to motivate people when they are unmet. Also, the motivation to fulfill such needs will become stronger the longer the duration they are denied.

Maslow (1943) initially stated that individuals must satisfy lower level deficit needs before progressing on to meet higher level growth needs. However, he later clarified that satisfaction of a needs is not an “all-or-none” phenomenon, admitting that his earlier statements may have given “the false impression that a need must be satisfied 100 percent before the next need emerges” (1987, p. 69).

When a deficit need has been 'more or less' satisfied it will go away, and our activities become habitually directed towards meeting the next set of needs that we have yet to satisfy. These then become our salient needs. However, growth needs continue to be felt and may even become stronger once they have been engaged.

Growth needs do not stem from a lack of something, but rather from a desire to grow a person. Once these growths needs have been reasonably satisfied, one may be able to reach the highest level of self-actualization.

Every person is capable and has the desire to move up the hierarchy toward a level of self-actualization. Unfortunately, progress is often disrupted by a failure to meet lower level needs.

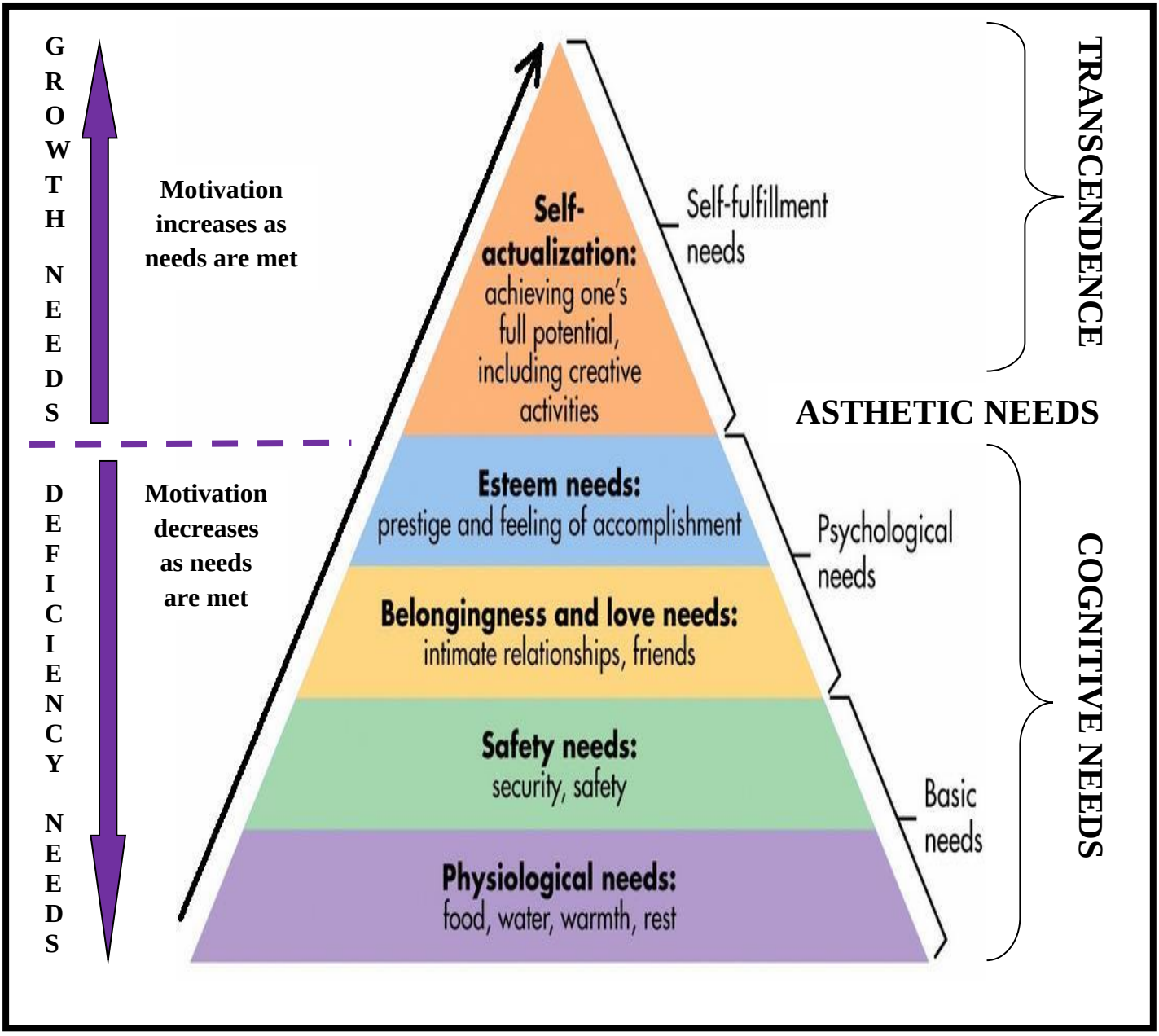


Fig – 6.3.: MASLOW'S HIERARCHY OF NEEDS AND MOTIVATION MODEL

Therefore, not everyone will move through the hierarchy in a unidirectional manner but may move back and forth between the different types of needs.

- A happy worker is a better worker – this is conventional wisdom. But it seems that the employers find it difficult to understand this fact. Employees have experienced pressure daily specifically in the IT sector. To keep employees "happy" organizations properly prioritize between "work (career and ambition) and "lifestyle"(health, pleasure, leisure, family and spiritual development/ meditation) **- Work-life balance** does not indicate that there must be equal balance across all aspects of an individual's life. The best work-life balance will vary from person to person. No one facet fits all in work-life balance.

Work-Life Balance =Time Management + Stress Management

(N. Divya & A. Suryanarayana, 2017).

There is no hard-and-fast policy on a suitable work-life balance - that will depend on the operational requirements of the business and the needs of the employees.

➢ **Flexible Working Practices:**

This includes part-time working, flexi-time, job sharing, and home working. Certain employees have the right to request flexible working. Utilize the flexible working hour's option of the organizations to get some free time.

Human Resource Department can even provide:

- Maternity leave
- Paternity leave
- Parental leave
- Paid leave for a short time
- Working time reduction: Part time upon request
- Crèche facilities.

➢ **Making the working environment more attractive**:

Improvements to the working environment can boost morale and help to retain valued staff. The usual techniques include free exercise classes, a free/subsidized canteen, company days out, childcare vouchers, and time-off for learning.

➢ **Time Management:**

It is one of the most excellent solutions which can help to reduce the disproportion between the personal and the work life of the employees.

- **Time management:** It is one of the paramount solutions which can help to reduce the work life conflict in the lives of the employees. By prioritizing the tasks and planning the activities employees can take out some free time which can be utilized for other purposes.
- **Free time:** Take out some time for hobbies and leisure activities. Spend some time with loved ones as this helps to beat the stress.

➢ **Telecommuting:**

It is becoming widespread for people to do at least some of their regular work from home as a substitute for going to the office. This type of array is often called 'telework' or 'telecommuting' and can be valuable for employees by allowing them: to organize their work day around their personal and family needs; to reduce work-related operating expense; to reduce commuting time, and to work in a less stressful and disruptive environment.

➢ **Compressed Work Weeks:**

A compressed work week is an arrangement whereby employees work longer shifts in exchange for a reduction in the number of working days in their work cycle (e.g. on a weekly or biweekly basis). This can be dynamic for employees in terms of additional days off work (e.g. longer weekends allowing “mini vacations”) and reduced commuting time, whereas employers can increase their daily operating hours, with less need to resort to overtime; likewise for a forty hours work week are working ten hours per day, four days a week; working an extra hour a day with one day off every two weeks; or working an extra half hour a day and having one day every three or four weeks off.

➢ **Job Sharing**:

It is an arrangement that allows two (or sometimes more) employees to jointly fill one fulltime job, with responsibilities and working time shared or divided between them. Job sharing may be appropriate where opportunities for part-time jobs or other arrangements are limited.

There was another major reason behind the brain drain in Indian IT sector namely the heading **Human Resource Development (HRD)** It is a positive concept in human resource management and is based on the belief that an investment in human beings is necessary and will invariably bring in substantial benefits to the organization in the long run. It is nothing but a set of systematic and planned activities designed by an organization to provide its members/employees with the opportunities to learn the necessary skills to meet the current job and future job

demands. HRD is rooted in the belief that human beings have the potential to do better. It, therefore, places a premium on the dignity and tremendous latent energy of people. Where balance sheets show people on the debit side, HRD seeks to show them as assets on the credit side. Learning is at the core of all HRD efforts. HRD activities should begin when an employee joins an organization and continues throughout their career. HRD programs must respond to a job change and integrate long-term plans and the strategies of the organization to ensure the efficient and effective use of resources.

According to Prof. TV Rao, HRD is a process by which the employees of an organization are helped in a continuous and planned way to:

(1) Acquire or sharpen capabilities required to perform various functions associated with their present or expected future roles;

(2) Develop their general capabilities as individuals and discover and exploit their inner potential for their own and/or organizational development purposes;

(3) Develop an organizational culture in which superior-subordinate relationships, team-work, and collaborations among sub-units are strong and contribute to the professional wellbeing, motivation and pride of employees.

HRD Matrix identifies the interrelationships between HRD instruments, processes, outcomes and organizational effectiveness (Fig :). These mechanisms may vary depending upon the size of the organization, the commitment of the top management, the environment, the culture and climate, the perception of the people, technology used, methods employed by the competitors, etc. It is in the interest of the organization that the top management should give due weightage to these factors to keep the workforce motivated all the time providing challenging jobs and designing career planning and suitable compensation packages so that trained employees may not leave the organization.

- **HRD mechanism or sub-systems or Instruments:** These include performance appraisal, counseling, role analysis, potential development, training, communication policies, job rotations, rewards, job enrichment programs, etc. These instruments may vary depending on the size of the organization, the internal environment, the support and commitment of the top management, the competitive policies, etc.

- **HRD Processes and climate variables:** The HRD instruments lead to the generation of HRD processes like role clarity, performance planning, development climate, risk-taking, dynamism in employees. Such HRD processes should result in more competent, satisfied and committed people that would make the organization grow by contributing their best to it.
- **HRD Outcomes variables:** HRD instruments and processes make people more committed and satisfied, where they tend to give their best to the organization enthusiastically.
- **Organizational Effectiveness:** The HRD outcomes influence the organizational effectiveness, which in turn, depends on several variables like environment, technology, competitors, etc**.**

The main points came out under this headings were as follows:

- **Empowerment:** Empowerment does not mean to give over power but it is all about bringing balance-of-power. It is a condition that enables people to feel competent and in control, energized to take initiatives and persist at meaningful tasks. It is a part of the progressive change witnessed in today's corporations. One of the bases of empowerment is its view of power as its considers power something that can be shared by everyone in flatter and more collegial structures rather than considering that power to be something to be held only at higher levels in the traditional organizational structures that bring out positive self-perception (self-concept, self-esteem, and self-efficacy), boost motivation, encourages active problem-solving, alters expectations about productivity and performance of themselves.

To endorse empowerment three are few things that need to be kept in mind as follows:

(i) It must be ensured before implementation that organizational strategy; goals must be fit with the principle of empowerment.

(ii) The concept of empowerment should be understood by the employees and must have a positive attitude towards it. Organizations must facilitate to develop suitable skills to be empowered and a sense of confidence.

(iii) Individual differences i.e. some employees seek more responsibility some are less, amongst employees needs to be taken into consideration.

(iv) Technological advancement is also needed.

(v) Self-empowerment is the foremost effort where employees are prepared to take added responsibilities, employ creative strategies in problem-solving and set higher goals by one's potential.

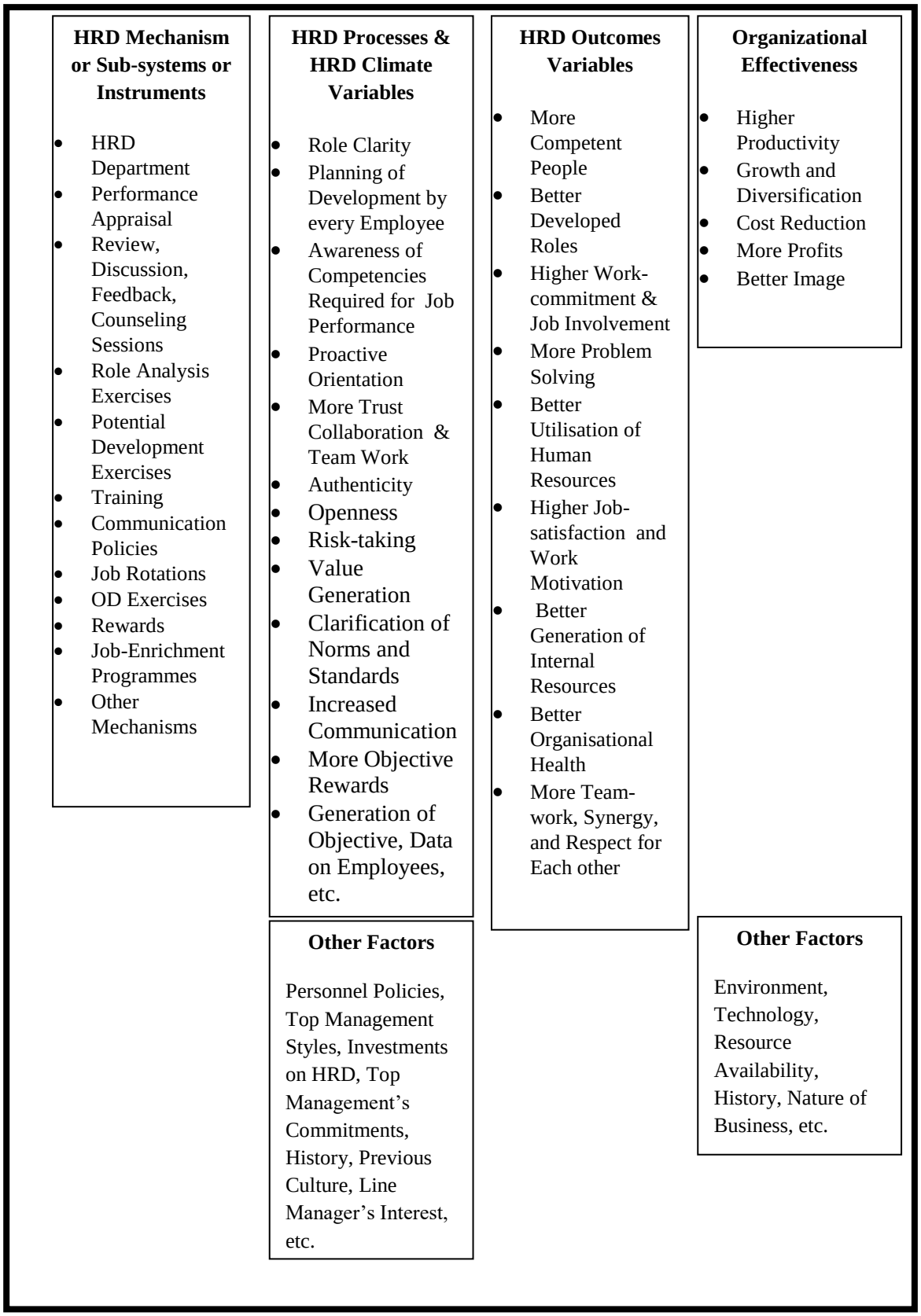


Fig- 6.4.: A Schematic Presentation of Linkage between HRD Instruments, Process and Organisational Effectiveness (Source: T. V. Rao. The HRD Missionary, Oxford IBH, New Delhi, 1990)

There are two main aspects of the process of empowerment as follows:

(i) **The removal of conditions of powerlessness** in employees to bring about overall power allocation in the organization. This will enhance the participative approach in contrast to the autocratic outlook.

(ii) **Self-efficacy** is the belief that individuals have in their abilities, specifically the ability to meet the challenges and complete a task successfully (Akhtar, 2008). It is associated with a sense of self-worth or value as a human being. Self-efficacy beliefs are influenced in five different ways:

- **Performance / Mastery Experience:** When one individual succeeded at a particular task to attain a valued goal in past and then the individual usually believes that he will succeed again at this task and when the individuals failed vice-versa. The employees can be empowered by providing them with an opportunity to develop mastery over their job with suitable training, mentoring, coaching, career management, and development opportunities.
- **Vicarious Performance:** Providing similar and successful role models to the newcomer in the organization that will add to those they will succeed as well.
- **Verbal Persuasion:** This technique encompasses reinforcement (verbal persuasion, praise, verbal feedback, rewards) that makes employees competent to carry their tasks effectively, with innovation and confidence. This will make them feel valued in the organization. As an upshot, the job makes more meaningful and will be able to exploit their potentialities to the fullest.
- **Imaginal Performance:** An individual imagines that the person is doing and how well or poorly imagine that he/she is doing it.
- **The affective States & Physical Sensation:**When someone associates negative moods and negative physical sensations with failure, and positive physical sensations with success.

The empowerment takes place as:

(i) **Information sharing** serves as a key to empowerment by fading away most of the barriers. When the top management and the senior managers start sharing valuable information about the organization (like market share, competitors' standpoint, benchmarking results, growth opportunities to the workers), and the workers share

sensitive information about the workplace to the seniors, thenempowerment will grow. It is required because to let doers know about theircontribution, and the differences it makes to overall performance is very instrumental. It makes them feel responsible and the biggest trust in the organization.

(ii) **Restructuring** is the value-based introduction to new systems and training programs to own and operate performance planning (goal setting, adopting appropriate leadership style, scheduling work and finding other methods to perform better, replacing hierarchy with teams - Cross-functional teams) after mutual discussion with management group and as soon as the workers understand where they are supposed to reach, the workers tend to bring up those processes, new ideas, suggestions, proposals, and trends that hinder them to perform better in the eyes of the management.

(iii) Empowerment from **colleagues, co-workers** – respect, acceptance, encouragement, positive criticism, and cooperation cannot only encourage the cohesiveness but also increases self-perception and achievement of individual and organizational goals at work set up.

(iv) **Empowering superiors** via providing complex tasks, open communication, the delegation of power, and providing concrete positive censure creates a favorable environment.

(v) **Job Rotation** involves time to time assignment of a completely new task and job activity, different from the actual work activity carried out by employees on regular basis for a definite period of time depending upon their qualifications and suitability to perform new works to provides an opportunity to employees to get them acquainted with other functional areas in development of general management skills. It enables to develop managers and supervisors, broaden their field of specialization as well as their knowledge about the organization's operation as a whole, develop empathy and understanding in of functioning of other departments, moreover it decreases monotony from doing repetitive task that will, in the end, increase productive behavior and decrease counterproductive behavior in contrast.

(vi) **Job Enlargement** is the horizontal expansion of a job. An employee is given a wider assortment of similar tasks to perform to enhance variation and make the work more interesting.

(vii) **Job Enrichment** is the vertical expansion of a job. An employee is given more control, responsibility, scope, challenges, and discretion over his work activities. It shows absolute employees' job involvement.

- **Social and economic issues** were other primitive and foremost reason. A report published on a blog on the 8th of April, 2019 by NASSCOM that India's information technology (IT) exports are estimated to have risen 9.2% in FY19, faster than the 7.8% growth in the preceding fiscal. Apart from the high base effect for some companies such as Tata Consultancy Services Ltd, the industry needs to contend with a global slowdown. This double whammy has already hit growth at Accenture Plc, which reported results for the quarter ended February late last month.

In the quarter ended August 2018, Accenture had reported revenue growth of 11% in local currency terms. But this year, growth slowed to 9.5% and 9% in the first and second quarters, respectively. Based on its guidance for the rest of the year, growth is estimated at 8.5% and 7% in the third and fourth quarters, respectively.

"Accenture indicated that macro uncertainties remain and budgets for next year will grow but less than last year," analysts at Nomura Financial Advisory and Securities (India) Pvt. Ltd said in a 29 March note to clients. The fact that Accenture's growth is dropping even in the March-August period, which coincides with a seasonally strong period for the sector, is negative, the broker added. But for some such as Infosys Ltd, which is in the middle of a recovery, growth may well turn out to be a tad higher this fiscal.

Growth challenges apart, the industry faces headwinds on the margins front. The rupee has appreciated materially in recent months, which in itself is a large setback as far as profitability is concerned. Besides, thanks to increasing restrictions on visas in the US, the cost of delivering on-site services has increased. "Profitability will face the test of increasing cost on-site," said Kotak's analysts. These are the inevitable causes.

- In India students enrolled in Engineering 41.6 L (2016/17), 42.5 L (2015/16), & 42.2 L (2014/15) as reported by MHRD, India. It can easily assume the no. of graduates every year; in contrast, it is quite rare to create 1 lakh jobs every year. While in 2018 India's $160-billion IT industry created 1.7 lakh new jobs and many of these new jobs are created in the field of emerging technologies like Artificial Intelligence (AI), data analytics, and cyber security, as NASSCOM reported. **The ratio of job creation and job demand** can be easily understood. Another issue raised by HR professionals that the scarcity of skilled IT professionals in India. McKinsey report had flagged the issue more than a decade ago when it said just a quarter of engineers in India were employable. Another report published by The Economic Times on the 4th of June, 2018 that based on a study by employability assessment company 'Aspiring Minds' created a stir by claiming that 95 percent of engineers in the country were not fit for software development jobs done on the last year.

- **Life-stages:** There are as such no written rules of age bar on immigration but after studying a wide variety of literature, the researcher may bring to a close that age remained a significant issue, and individuals generally became immigrants within their 40 years of age. Since foreign countries generally accept emigrants below 40 years.

  It has been proved that in the early adulthood stage (ages 20 -40 years) individual's physical abilities remain at the climax, including muscle strength, reaction time, sensory abilities and the cognitive changes over an individual's lifespan peaking age of 35 years and slowly decline in later adulthood. This is the fifth stage of cognitive development - Post-formal operational thinking (Jean Piaget). Early adulthood is a time of relativistic thinking, in which young people become aware of more complexities in life. They begin to look at ideas and concepts from multiple angles and understand that a question can have more than one right (or wrong) answered. The need for specialization results in pragmatic thinking—using logic to solve real-world problems while accepting the contradiction, imperfection, and other issues. Finally, young adults develop a sort of expertise in either education or career, which further enhances problem-solving skills and the capacity for creativity. Individuals' crystallized intelligence grows steadily, whereas, fluid intelligence starts to decline even prior to mid-adulthood.

6.4.2. POSSIBLE PREVENTIVEINTERVENTIONS TO RESTRIC BRAIN DRAIN IN INDIAN IT SECTOR

- Government and MHRD (AICTE) jointly take action –
  - **(i)** Importance should be given on to raise quality technical education in India.
  - **(ii)** Monitoring of quality of recruited faculty, student-teacher ratio, and laboratory infrastructure in colleges in India that our country generates quality employable students.
  - **(iii)** Monitoring of quality of students to be enrolled.
- Conducive work environment
- Open Communication
- if possible payment of a lump sum amount for their successful completion of on-site assignment after repatriation
- Extending the management's support towards the workforce.
- Training and development to meet employees' individual future career progression and the organization's goal.
- To inculcate learning in organizational culture
- Knowledge management and knowledge sharing in
- To craft communication open in the organizational system.
- To make workplace harmony by making free from politics.

Chapter – VII

CONCLUSION

In a nutshell, mind drain hampers the improvement of the country. As brain drain refers to the transfer of human resource that directly affects the economic system. In the last two decades, the IT sector has been growing fast and demand specialized workers to move across the different locations offering specialized end-to-end services throughout the world resulting in expatriation. India's skilled youth is expatriating abroad for they are getting paid for the same position as the one occupied in India can be up to six times higher and they have the desire for good quality

education, which is scarce in India and lack of availability of jobs. More than half of India's expat population has entered the competitive foreign job market and is specifically thriving in the technology and financial fields.

To acknowledge that employee repatriation is a fragile, high-stakes process, is to simultaneously acknowledge that extraordinary efforts to uncover the levers of repatriation adjustment are necessary to better ensure that the international assignment will benefit the organization and the individual. Contrary to the common discourse surrounding repatriation, the process has shown not to be a self-governing phenomenon in which the returnee necessarily ascends a path of career advancement and readjustment to work.

Repatriation policies are essential to assuring the adjustment and retention of expatriate employees. Returning expatriates are likely to leave their organization when they perceive that it fails to develop mechanisms and practices to reward, utilize and circulate their newly acquired knowledge and skills. It is the knowledge possessed by these key individuals that are the main asset for corporations to compete in the global market. Employee turnover is costly for both organizations and society. High employee turnover can result in weaker employee morale, loss of innovative workers, increased worker stress, lower productivity, decreased sales, and a decline in profits (Hayward et al., 2016). Scholars noted that employee attraction and retention are the biggest challenges to human capital management (Terera & Ngirande, 2014). Therefore, because of its significance from a cost perspective and the difficulty in addressing human resource issues, this topic is a timely one for Indian IT MNCs.

The results of this research showed that professional identity is an effective independent variable to bridging the relationship between the phenomenons of post-return conditions to home country with work atmosphere. Professional identity is like a cell membrane that serves as a filter, sensitive, and reactive to the social environment, and also generates adaptation responses in the job or organizational context (Marsico, 2012).

Organizations should pay particular attention to retain their talents after post-return to the home country. It can be started from improving a sense of professionalism by creating a learning organization, open culture, and moreover, the employee must be treated as assets, not as a production factor.

Chapter – VIII

IMPLICATIONS,

LIMITATIONS,

AND

FUTURE RESEARCH DIRECTION

8.1. IMPLICATIONS:

8.1.1. Theoretical Implications:

Theories have established the relationships between reentry adjustment and perceived sense of professional identity, sense of professional identity and job embeddedness, sense of professional identity and job satisfaction, and life-stages and re-entry adjustment. Theoretically, this study has found that a sense of professional identity is the independent variable between re-entry adjustment, job embeddedness and job satisfaction. In the present study, it has been found the insignificant relationship between re-entry adjustment and job embeddedness to be explained by the effective role of sense of professional identity. The results of this study also enrich the reference and empirical evidence of the Indian IT returnees' phenomenon, which has been very limited.

8.1.2. Practical Implications:

As practical implications of the study, results could be useful to plan and design effective post-arrival programs for returnees' especially for IT professionals. At the organizational level, effective post-arrival programs aimed at enhancing professionalism and employability of

returnees, which can bring about employee loyalty and embeddedness in the homecountry organization. Investment in developing professional knowledge and skill for an employee is costly. However, it is essential to do so as it is a crucial focal point for investment in improving organizational performance. From the results of this study, it is again recommended that organizations consider the employee commitment content and a sense of professional identity as one of the contents of the pre-departure and post-arrival training program.

Further, for the government in the home country, the result could be useful to design social policies for returnees, as a national talent, to have moral and social responsibilities to the home country, Government should make investment in professional knowledge and skill are also recommended to improve the quality of human resources of a country.

8.2. LIMITATIONS OF THE STUDY:

Although the results of this study offer valuable theoretical and practical insights, conclusions drawn from these insights should be done so in full acknowledgment of its limitations.

The present study suffers from the following limitations:

1. The small size of the sample in the present study (N =130) might be the cause of disparity between the finding of the present study and the previous pieces of literature, and due to these reasons, generalizations of the findings could not be possible.
2. The sample of the present study included only the subjects' base location from in and around Kolkata. Selection of participants from other residential area would have added more important information in the findings and strengthen the validity of the present findings.
3. There was a time constraint due to which the sample size could not be increased and the inclusion of more samples from different parts of India could not be done.
4. The final limitation of this study was correlational design. Scholars noted that researchers often infer causation with correlation (Merianos et al., 2013). Since correlation does not mean causation. To discover causation, researchers should conduct additional studies with the present variables.

8.3. FURTHER RESEARCH:

My recommendations for future researchers of this topic include possibly conducting a study sample including from various parts of India.

Future researchers may wish to investigate if personality i.e. proactive personality (Seibert, 1999) impact re-entry experiences, since proactive personality is the relatively stable tendency to effect environmental change and will actively get information from the new environment so as to decrease the uncertainty and adjust to the new environment; and impact of perceived organizational support on returnees, since it is the global beliefs concerning the extent to which the organization values their contributions and cares about their well (Robert Eisenberger & Robin Huntington, 1986); and to predict future turnover (brain drain) turnover intent as dependent variable (Mobley et al., 1978).

Additionally, it may be recommended for future researchers that replicate this study in other regions and industries or specific companies. Just because the correlation between these variables remained significant in IT industries does not mean the same results will occur in every industry, region, or individual company. Demographics and needs of employees could vary depending on location and job, making this study a good initial study for managers to replicate to better understand the specific needs within their regions, industries, or organizations.

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Appendix A: General Demographic Questions

Put a cross (X) mark against the answer, which is best suited for you.

Gender:	M (1) F (2)
Age:	Between 25 and 35 years (1) Between 36 and 45years (2) Between 46 and 54 years (3) Above 55 and 65 years (4)
Experiences:	1 to 3 year (1) 3 to 5 years (2) 5 to 7 years (3) 7 to 9 years (4) More than 9 years (5)
Designation:	
Educational Level:	Master's Degree (1) Doctor's Degree (2) Post Doctor's Degree(M.Tech /M.S.) (3) MBA (4) Others (5)
Marital status:	Single (1) Married (2)
Base Location (From Which the State of India?):	
Base Location (Name of	

Organization, India):	
Host Country Lived / Works:	
Current Organization Working:	
Length of stay abroad:	0 to 6 months (1) 7 to 12 months (2) 13 and 24 months (3) More than 24 months (4)
Length of stay back in the home country:	0 to 6 months (1) 12 months (2) 13 and 24 months (3) More than 24 months (4)

Appendix B: *Adams, K., Hean, S., Sturgis, P.* and Macleod *Clark,* J Professional Identity Scale (*2006*)

Circle the number that represents how accurately the statement describes you.

1 = strongly agree; 2 = agree; 3 = disagree; 4= strongly disagree

Item No.	Professional identity	How much do you agree with each Statement?			
		Strongly Agree	**Agree**	**Disagree**	**Strongly Disagree**
1.	I feel I have strong ties with the members of my profession	1	2	3	4
2.	I am pleased to belong to this profession.	1	2	3	4
3.	I can identify positively with members of my profession.	1	2	3	4
4.	Being a member of this profession is important to me.	1	2	3	4
5.	I feel I share characteristics with other members of the profession.	1	2	3	4
6.	The public holds my profession in high regard.	1	2	3	4
7.	I find myself making excuses for belonging to this profession.	1	2	3	4
8.	I am often ashamed to admit that I am a member of this profession	1	2	3	4
9.	I try to hide that I am a member of this profession.	1	2	3	4

Appendix C: Seiter and Waddell's Reverse Shock Scale (1989)

Circle the number that represents how accurately the statement describes you.

1 = Extremely NoShocked; 2 = No Shocked; 3 = Mostly No Shocked; 4 = Mixed; 5 = Shocked; 6 = Shocked; 7 = ExtremelyShocked.

Item No.		**Please indicate the degree of your agreement or disagreement with each statement by Checking a number from 1 to 5 using the scale below.**						
		Extremely No Shocked						**Extremely Shocked**
1.	When I returned people did not seem that much interested in my experience abroad.	1	2	3	4	5	6	7
2.	Life was more exciting in the host culture.	1	2	3	4	5	6	7
3.	My friends seem to have changed since I have been gone.	1	2	3	4	5	6	7
4.	When I return home I felt depressed.	1	2	3	4	5	6	7
5.	I had difficulty adjusting to my home culture after returning from abroad.	1	2	3	4	5	6	7
6.	Since I have been abroad I have become more critical of my home culture's values.	1	2	3	4	5	6	7
7.	I miss the foreign culture where I stayed.	1	2	3	4	5	6	7
8.	I had a lot of contact with members of the host culture.	1	2	3	4	5	6	7
9.	I feel like I have changed a lot because of my experiences abroad.	1	2	3	4	5	6	7
10.	When I returned home I felt generally alienated.	1	2	3	4	5	6	7
11.	My friends and I have grown in separate directions since I have	1	2	3	4	5	6	7

	returned.							
12.	Life in my home culture is boring after the excitement of living abroad.	1	2	3	4	5	6	7
13.	I miss the friends that I made in the host culture.	1	2	3	4	5	6	7
14.	Since I have been abroad I have become more critical of my home culture's government.	1	2	3	4	5	6	7
15.	My friends and family have pressured me to "fit in" upon returning home.	1	2	3	4	5	6	7
16.	The values and beliefs of the host culture are very different from those of my home culture.	1	2	3	4	5	6	7

Appendix D: Crossley, Bennett, Jex, and Burnfield's Global Job Embeddedness Scale

Circle the number that represents how accurately the statement describes you.

91 = Strongly Disagree; 2 = Disagree; 3 = Neutral; 4 = Agree; 5 = Strongly Agree.

Item No.	Professional identity	Please indicate the degree of your agreement or disagreement with each statement by Checking a number from 1 to 5 using the scale below.				
		Strongly Disagree				Strongly Agree
1.	I feel attached to this organization	1	2	3	4	5
2.	It would be difficult for me to leave this organization.	1	2	3	4	5
3.	I'm too caught up in this organization to leave.	1	2	3	4	5
4.	I feel tied to this organization.	1	2	3	4	5
5.	I simply could not leave the organization that I work for	1	2	3	4	5
6.	I am tightly connected to this organization.	1	2	3	4	5
7.	It would be easy for me to leave this organization.	1	2	3	4	5

Appendix E: Andrews and Withey's Job Satisfaction Questionnaire (1976)

Please indicate how you feel about your job using the following scale:

1 = Terrible; 2 = Unhappy; 3 = Mostly Dissatisfied; 4 = Mixed; 5 = Mostly Satisfied; 6 = Pleased; 7 = Delighted.

Item No.		**Please indicate the degree of your agreement or disagreement with each statement by Checking a number from 1 to 7 using the scale below.**						
		Terrible						**Delighted**
1.	How do you feel about your job?	1	2	3	4	5	6	7
2.	How do you feel about the people you work with – your co-workers?	1	2	3	4	5	6	7
3.	How do you feel about the work you do on your job – the work itself?	1	2	3	4	5	6	7
4.	What is it like where you work – the physical surroundings, the hours, the amount of work you are asked to do?	1	2	3	4	5	6	7
5.	How do you feel about what you have available for doing your job – meaning the equipment, information, good supervision, and so on?	1	2	3	4	5	6	7

Appendix F: Responses to the Open-Ended Questions in the Survey (HR Professionals and IT Personnel)

<table>
<tr><td>A. What are the antecedents of staying back?</td><td>• Life-stages of an employee.
• Self-efficacy.
(i) Performance / Mastery Experience.
(ii) Vicarious Performance.
(iii) Verbal Persuasion.
(iv) Imaginal Performance.
(v) The affective States & Physical Sensation.
• Job-related knowledge.
• Willingness to take the risk.
• International exposure.
• Employees perceived him/her – self as a globalized individual.
• The economic condition of the home country.
• Others (If any, please describe) :</td></tr>
<tr><td colspan="2"></td></tr>
<tr><td colspan="2">B. What are the interventions organizations are doing to prevent this?</td></tr>
<tr><td colspan="2"></td></tr>
</table>

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